

# Decision Pathway – Report



**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 06 June 2023

<b>TITLE</b>	<b>Our Families Programme (Children and Education)</b>		
<b>Ward(s)</b>	All wards		
<b>Author:</b> Vanessa Wilson	<b>Job title:</b> Children and Education Transformation Director		
<b>Cabinet lead:</b> Cllr Craig Cheney - Deputy Mayor - City Economy, Finance and Performance	<b>Executive Director lead:</b> Abi Gbago - Executive Director Children & Education		
<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>The report seeks approval to spend of up to £21.4m, to support the delivery of the four major transformation programmes. Within the £21.4m value, £7.4m has been previously agreed and specifically earmarked to the relevant programme or service areas in the 23/24 budget and up to £14.0m will be designated from within corporate held resources for 2023/24 and beyond. The delivery cost associated to the Our Families Programme to £4.78m of which £3.04m is specifically earmarked and £1.74m is new and requested from the corporately held resource.</li> <li>Furthermore, to provide an overview of Our Families programme approach, objectives and delegate authorisation for further decision-making to procure and implement the required contracts to support the programme within the agreed scope, allocated budget, and within approved schemes of delegation.</li> </ol>			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li><b>Transformation Management Office</b> <ol style="list-style-type: none"> <li>A transformation consulting partner will be procured to provide assurance and support delivery across the portfolio of four transformation programmes: Property Programme, Temporary Accommodation and Homelessness Programme, Children’s &amp; Education Transformation Programme and Adult Social Care Transformation Programme. The Transformation Management Office will oversee the entire programme delivery to build confidence in benefit realisation, provide resilience and support interdependence across the programmes.</li> </ol> </li> <li><b>Programme objectives and outcomes</b> <ol style="list-style-type: none"> <li><b>Children and Education services are operating in a complex and challenging environment, balancing the tension between delivering essential improvements and savings delivery.</b> The urgency of change correlates to the current improvements required now and in the long-term, the financial position, performance across the directorate and the increasing demands on services.</li> <li>Our Families Programme will design effective services with, and for, children, young people and families; and efficiency of delivery will improve as a result through a whole system change. There is a systemic relationship</li> </ol> </li> </ol>			

between the programme areas because greater stability will not be achieved by focusing on one area alone.

### 2.3 The principles that underpin our delivery of change are:

- **Child focused:** ensuring that children, young persons and their families are at the heart of assessment and planning to deliver better outcomes;
- **Diverse:** ensuring that we recognise that every child, young person and their families have differing needs, and we seek to act fairly in a judgement we make;
- **Responsible:** working in an open collaborative way with families and partner agencies to find solutions to manage their differing needs and difficulties;
- **Enterprising:** creating the environment that promotes and encourages to be more commercial through stronger partnerships with our partners, agencies, communities, voluntary community sectors in a collaborative way to create solutions to deliver better outcomes at a lower cost;
- **Sustainable:** ensuring we work within our financial boundaries through a more strategic approach in our commissioning and delivery model. We want to redesign Children and Education to bring overall costs in line with the agreed budget by 2027/28. Current forecasts indicate a revenue base budget pressure in 23/24 of £4.395m on a £101m budget, in addition to the Medium Term Financial Plan (MTFP) savings of £2.687m. Dedicated Schools Grant (DSG) deficit carried forward to 23/24 of £39.7m.

### 2.4 By addressing the challenges through improvements, we can achieve more ideal outcomes and impact for our children, young people and families, whilst reducing our cost of services and avoiding future costs through various opportunities. Our programme will achieve this through a relentless focus on:

- understanding what 'good' looks like;
- understanding our pathway for children, young people, families and lifelong learning;
- understanding the impact and cost of everything we do;
- developing effective and dynamic relationships and using these to co-construct solutions;
- assessment, challenging what we do, research, analysis of the impact, decision making and risk management.

## 3. Programme scope and approach

### 3.1 The programme brings together all change activity within Children, Families, Safer Communities, Education and Skills. This includes work currently underway, which will be restructured into the programme to ensure strategic alignment and a single view of benefits, risks and issues. The scope being:

- **Directorate wide:** operating model; workforce talent management; demand management and early intervention and prevention, commissioning and partnerships; quality, improvement and performance; equality, diversity and inclusion; digital and technology;
- **Revenue specific projects:** Children's Services (Ofsted) Improvement Plan; Children's Enhanced Diagnostic; Home to School Travel; Family Hubs; ContrOCC; Transitions; Young People Supported Housing Provision; Single Commissioning Hub;
- **DSG specific projects:** DSG Deficit Mitigation Plan; Delivering Better Value in SEND; High Needs Block Recovery Plan; Belonging with SEND; Alternative Learning Provision Commissioning Framework, in addition Maintained Nursery Schools and Statutory SEND.

### 3.2 DSG workstream focuses on strengthening relationships between the schools, families, children, and the wider system creating fair, transparent, consistent and financially sustainable processes and commissioning. Furthermore, reduce the reliance on and placements in independent non-maintained schools (including out of authority) by increasing the availability and suitability of local provision. This will be underpinned by robust assurance and accountability through the Bristol Schools Forum, with an oversight through Our Families Programme governance. Should note:

- The High Needs Block Recovery Plan (with indicative mitigation proposals) endorsed by Bristol Schools

Forum;

- 6-week engagement process for proposed mitigations with school and family SEND stakeholders undertaken in 2022 and the analysis of engagement presented to Bristol Schools Forum in March 2023;
- Cabinet approval to apply and spend for Delivering Better Value in SEND granted in February 2023;
- The Specialist Provision is on track to deliver Mayoral Pledge by September 2024.

**3.3** It is an opportunity for forward thinking and strengthening our multi-agency working and co-production, specifically the way we work and plans we prepare for children, young people and families. It also prepares the way for joint decision-making and actions around key initiatives such as Locality Working, Family Hubs, Early Help etc.

**3.4** The programme is to review, develop and transform services and the way we work, ensuring we use our resources (human and financial) wisely on those things that will deliver the best outcomes for children, young people and families. It is not limited to operations, but includes everyone working in Children and Education, and as such will be identified as in scope of the programme with staff suitably engaged in helping to drive the programme forward. For this reason, work-streams will be set up to lead on the coordinated activities necessary to achieve the outcomes of this programme. Work-stream leads have the special opportunity to bring people together from across the services (including services outside of Children and Education) to share responsibility of implementing the Transformation Programme.

**3.5** The programme seeks to undertake a whole system change:

Ref	We will know we have succeeded when...	High Level Outcomes
1	<b>Delivered sustainable, long-term improvements</b> to our services, including improved governance, quality assurance, compliance, practice and performance	<ol style="list-style-type: none"> <li>1. Culturally, children and young people are at the centre of everything we do;</li> <li>2. Children’s Services Ofsted inspection moved from Requires Improvement to Good;</li> <li>3. Strengthened our whole system work with the health system which impacts on SEND, Family Hubs and high-cost placements;</li> <li>4. Consistent application of practice standards all cases evidence high quality assessments, plans and recording;</li> <li>5. Early help services enable issues and problems to be identified as they emerge so that families receive the right support at the right time rather than after a crisis has occurred;</li> <li>6. Improved performance visibility and management that provides members and senior officers with the right information at the right time to ensure effective decision making.</li> </ol>
2	Secured better value for money through a <b>balanced budget by addressing the drivers for the increase in spend and future-proofed the service against increasing demand</b>	<ol style="list-style-type: none"> <li>1. Balanced budget, through reduction in internal and external delivery costs;</li> <li>2. Delivered savings both in MTFP and additional savings identified through the programme;</li> <li>3. Maximised our income opportunities;</li> <li>4. Delivered sufficiency of high-quality placements within the local area, thus securing better outcomes for our children in their own communities; fewer children and young people are placed out of area;</li> <li>5. Stopped doing things that do not contribute to our outcomes and priorities</li> </ol>

3	<p><b>Resources are deployed efficiently and effectively,</b> with decisions on service development informed by insight, quality and cost analysis</p>	<ol style="list-style-type: none"> <li>1. Resource is aligned to demand and priorities;</li> <li>2. Business improvements and financial efficiencies are delivered through extended integration, reduction of duplication, streamlined systems and reporting;</li> <li>3. Unit costs are reduced, and effective contract management is in place to ensure BCC gets what it pays for;</li> <li>4. Being able to predict and measure impacts and interventions. Acting on real evidence not assumptions;</li> <li>5. Using data, technology and analytics to prepare for the future.</li> </ol>
4	<p><b>Developed more effective working relationships with key stakeholders and partners</b></p>	<ol style="list-style-type: none"> <li>1. Children and Education agendas fully embedded in the DNA of the council and in the approach of our city leadership;</li> <li>2. Improved partnership response to incorporate emerging risks including child criminal exploitation and mental health;</li> <li>3. Integrated collaborative service delivery with improved outcomes;</li> <li>4. Strengthened data and insight sharing between Children, Education, Adult Social Care, Housing and Public Health in order to strengthen decision making and earlier intervention;</li> <li>5. Collaborative working with our partners to better plan, predict and prevent events that affect our communities;</li> <li>6. Equity of investment between partners to deliver improved outcomes</li> </ol>
5	<p><b>Strengthened the capacity and capability of our workforce</b> - developing the workforce to deliver a children/young persons centred approach</p>	<ol style="list-style-type: none"> <li>1. Bristol is an employer of choice and is where supportive leadership and outstanding work delivers satisfaction for our staff and our children/young persons and our wider relationships with partners and our communities;</li> <li>2. Talent management framework providing a focus for investment in people to enable the best outcomes for the Children and Education services;</li> <li>3. Strengthened our recruitment and retention of our workforce through a talent management framework - alternative models and approaches such as apprenticeships, international recruitment, social work academy;</li> <li>4. Collaboration across organisational boundaries (internally and externally) in order to provide better services.</li> </ol>

**3.6** The change journey will be one of:

1. **Responding** – Delivery of our essential improvements and recommendations (Now)
2. **Strengthening** - Designing and developing a stronger strategic approach
3. **Embedding** - Delivering the approach and adapting it based on learning

**3.7** There are three angles from which we are approaching the challenge:

1. DEMAND – tackling the number of children, young people and families that need our support and reducing the level of that need
2. SUPPLY – how we organise our resources and commission to respond to that demand and, within that
3. WORKFORCE – how we organise and support our staff to deliver the most effective and timely response to families.

**3.8** In some areas of the programme, we have already identified and commenced delivery of the level of change anticipated, such as DSG workstream, Family Hubs, Home to School Travel, recruitment and retention initiatives etc.

**3.9** The improvements needed to transform our services are not ‘business as usual’ and cannot be effectively delivered without additional funding for both resource and investment.

#### **4. Programme timeline and critical milestones**

**4.1** The following is an indicative timeline of key milestones which will be refined over 2023/24 (enhance diagnostic recommendations, demand management review) and governed by Our Families Programme Board and Children and Education directorate:

	<b>Milestone</b>	<b>Due Date</b>
M1	MTFP Primary (23/24) interventions delivered	31/03/24 (ongoing)
M2	MTFP Secondary interventions delivered	31/03/25 (ongoing)
M3	Children’s Services (Ofsted) Improvement Action Plan signed off by Ofsted	30/06/23
M4	DBV Delivery Partner commissioned	30/06/23
M5	Family Hubs (x3) gone live	30/06/23
M6	High Needs Block recovery plan for noting by Cabinet	04/07/23
M7	Revenue Phase 2 programme savings validated	30/09/23
M8	Home to School Travel Options paper to Cabinet re own fleet	03/10/23
M9	Home to School Travel Policy (24/25) approved by Cabinet	05/12/23
M10	Review of SEND Statutory and Non-Statutory Element 3 Funding	05/12/23
M11	Employment and Skills Strategy	06/02/24
M12	New operating model Children and Education implemented	31/03/24
M13	Talent management framework implemented	31/03/24
M14	Single Commissioning Hub implemented	31/03/24
M15	Young People Supported Housing Pathway delivered	31/03/24 (ongoing)

M16	ASC /CSC Transitions model implemented	31/03/24 (ongoing)
M17	Revenue Phase 2 programme interventions delivered	31/03/28
M18	DSG Deficit Mitigations delivered	31/03/29

## 5. Programme financials

### Savings target:

### General Fund savings in scope of programme

**5.1** 23/24 pressures: £7.22m of which £2.687m MTFP savings and the remaining £4.395m pressure is currently unmitigated at this stage.

**5.2** 23/24 Confidence levels are:

**5.2.1** Current confidence in delivery MTFP savings of £2.687m is **HIGH (80%)** based on the traction that has been made across the various projects/interventions.

Saving Description		2023/24 £000's
Foster Carer Recruitment and Retention	Third party	173
Social worker retention and recruitment	Third party	0
Bristol Children's Homes	Third party	300
Early Help in communities, including Children's Centres & Family Hubs	Staffing/ Third Party	300
Early Years: Family Information Website		15
Targeted Commissioning	Third Party	200
Short Breaks	Third Party	
Pooled Budgets	Third Party	100
Family Network	Staffing	0
Priority Intervention	Third Party	60
Home to School Travel	Transport/Third party	368
<b>Total of New MTFP Savings</b>		<b>1,516</b>
Review special guardianship order arrangements		461
Reduce spend by securing better value from services commissioned for Children and Young People		300
Review Early Help and Family Hub offer		200
Reduce contractual value of the council's commissioned youth services		200
Reduce spend on commissioning of external safeguarding reviewers		10
Previous MTFP Savings Impacting Current MTFP Savings		1,171
<b>TOTAL MTFP SAVINGS 23/24</b>		<b>2,687</b>

**5.2.2** Current confidence in delivery of the budget pressure of £4.395m is **LOW (15%)** until will have completed our financial diagnostics, deep dives and proof of concepts to validate any additional opportunities.

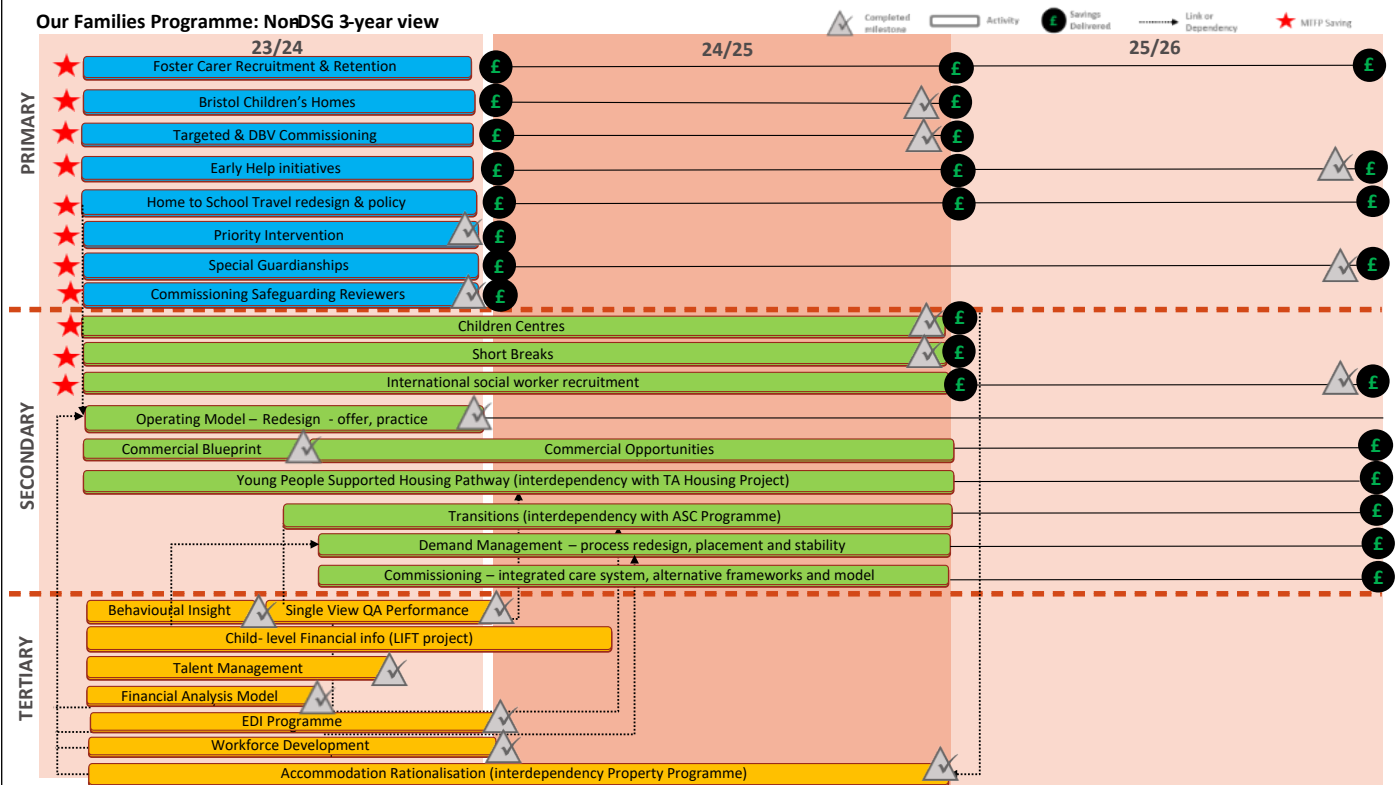
**5.2.3** Initial opportunities in the pipeline: reduce costs on placement and provision of accommodation: transitions, supported housing young people pathway and dual registered provision for unaccompanied asylum seekers.

**5.3** 24/25 current confidence in delivery MTFP savings of £4.796m is **MEDIUM (75%)** based on the traction that has been made across the various projects/interventions at this point of time.

**5.4** 25/26 current confidence in delivery MTFP savings of £1.139m is **MEDIUM (75%)** based on the traction that has been made across the various projects/interventions at this point of time.

No General Fund services pressures outside of this programme.

### 5.5 Plan of delivery and benefits:



### DSG deficit in scope of programme

5.6 The main financial challenge continues to be the High Needs block, which has an in-year overspend of £15.3m (cumulative deficit of £39.7m) resulting from increases in EHCP assessments and need; this is offset by an underspend of £0.9m in the Schools' block and £0.1m overspend on the other blocks. *If we don't mitigate the in-year deficits the cumulative deficit predicted position of £128m by 27/28.*

No DSG service pressures outside of this programme.

### Cost of programme (with confidence levels):

5.7 The overall revenue investment needed to deliver the transformation programme for the **next 3 years is £10.567M of which £5.129m is already funded (grant, change reserve and previously approved corporate budget) and £5.438M is currently unfunded.**

5.7.1 Funded costs relate to Family Hubs (£3.5m), Home to School Travel (£0.8m), ContrOCC (£0.483m) and resource/investment costs for April, May and June 2023 (£0.346m).

5.7.2 Within the £5.438m unfunded is £1m associated to transitional costs.

5.8 The approval for early release of investment in the sum of £0.8m for Home to School Travel (HTST) was agreed by Delivery Executive on 27 January 2023 following a review of HTST during October to December 2022 to enable key areas of work to proceed pending Cabinet approval of the full investment. The early work includes:

- Commissioning a delivery partner to support the rapid redesign of HTST service, process redesign and new ways of working;

- A change in post-16 policy for 24/25 and the introduction of Independent Travel Training (ITT) for all applicable children from age 11+ ;
- Develop options for local transport delivery model, including development of our in-house vehicles;
- A technology appraisal and research into the current technology used by the team for various parts of the process and to consider other technology options that may provide a more suitable functionality to the HTST team, parents and carer and escort's needs, whilst optimising efficiencies throughout the service, improved and more accurate invoice and streamlining processes.

**5.9** The approval of Change Reserve to implement a children and education finance module (ControOCC) integrated with the case management systems, improving financial view of a child was agreed by Corporate Leadership Board in June 2022.

**5.10** The approval to spend the £3.5m for Family Hubs programme was granted by Cabinet on 6<sup>th</sup> September 2022. Department of Health and Social Care/Department for Education Family Hubs and Start for Life programme 2022-25 to improve family services through a single access point/ and front door to a range of universal and early help services - including co-located physical, virtual and outreach services. Providing an offer that meets the diverse needs of children and young people and their families across the 0-19 (up to 25) age range, recognising that a creative approach and collaborative work with families, children and young people is needed to make sure the offer is meaningful and connects with the wider development of our community-based services, including services for young people.

#### **5.11 A breakdown of 23/24 General Fund Revenue costs**

	<b>Q1 £m</b>	<b>Q2 £m</b>	<b>Q3 £m</b>	<b>Q4 £m</b>	<b>TOTAL £m</b>	<b>Confidence</b>
<b>Resource</b>	0.211	0.320	0.268	0.238	<b>1.037</b>	<b>95% (High)</b>
<b>Investment</b>	2.640	0.485	0.190	0.179	<b>3.494</b>	<b>95% (High)</b>
<b>Transitional</b>	-	-	-	0.250	<b>0.250</b>	<b>95% (High)</b>
<b>TOTAL</b>	<b>2.851</b>	<b>0.805</b>	<b>0.458</b>	<b>0.667</b>	<b>4.781</b>	
<b>New Funding for approval</b>	0.31	0.650	0.427	0.636	<b>1.744</b>	
<b>Funded</b>	2.820	0.155	0.031	0.031	<b>3.037</b>	

*Funded – already approved:*

- Family Hubs – Grant
- Home to School Travel – Corporate Budget
- ControOCC (financial payment system) – Change Reserve
- Resource/investment costs for April, May and June – Change Reserve

#### **5.12 A breakdown of 3-year total General Fund Revenue costs:**

	<b>2023/2024 £m</b>	<b>2024/2025 £m</b>	<b>2025/2026 £m</b>	<b>TOTAL £m</b>
<b>Resource</b>	1.037	1.055	0.398	<b>2.490</b>
<b>Investment</b>	3.494	2.851	0.732	<b>7.077</b>
<b>Transitional</b>	0.250	0.750	-	<b>1.000</b>
<b>TOTAL</b>	<b>£4.781M</b>	<b>£4.656M</b>	<b>£1.130</b>	<b>10.567</b>
<b>Unfunded (£1.744M for approval)</b>	1.744	2.564	1.130	<b>5.438</b>
<b>Funded</b>	3.037	2.092	-	<b>5.129</b>
<b>Confidence</b>	<b>95% (High)</b>	<b>85% (High)</b>	<b>75% (Medium)</b>	



**5.13 A breakdown of DSG costs:**

Spend	£,000
Belonging to SEND	928
DDM Programme costs	696
DBV in SEND	770
HNB Recovery Plan	152
<b>Total Spend</b>	<b>2,546</b>

- A1 Specialist Provision
- A2 Capital Investment in Existing Specialist Settings
- A3 Expansion of Supported Living (Project Rainbow)
- B1 Review of HNB Element 3 Non-Statutory 'top-up' funding
- B2 Needs Matrix for Non-Statutory 'top-up' Funding Application
- C4 Belonging with SEND Programme
- C5 Workforce Development Plan and Delivery
- C6 School Improvement Offer for SEND
- D2 Therapies Framework
- D3 ALP Commissioning Framework
- E1 Specialist Place Funding
- F1 Review of 18 to 25 EHCP top-up Funding
- A1B2 Review of Post-16 Out of Authority
- G2 Alternative Learning Provision

Total Funding:	3,528
Forecast Spend:	2,546
<i>Variance still to be planned (ring fenced to HNB)</i>	<i>982</i>

**5.14 An outline of unfunded resources and investment across General Fund and DSG**

Resources	Investment
<ul style="list-style-type: none"> <li>• Programme Director</li> <li>• Strategic Programme Manager</li> <li>• Business analysts</li> <li>• Finance analyst</li> <li>• Programme Accountant</li> <li>• Programme Manager</li> <li>• Project support</li> <li>• HR support additional</li> <li>• Subject Matter Expert consultancy – Home to School Travel policy, Behavioural Insights and SEND EHCP process</li> <li>• Care Leaver apprentices</li> <li>• Contingency for backfill</li> <li>• Senior Project Manager</li> <li>• Business Change coordinator</li> <li>• Contingency for urgent change</li> <li>• Data and Insight Business Partner</li> <li>• Data analyst</li> <li>• Communication and engagement support</li> <li>• Delivery Partner x2 – Home to School Travel and Delivering Better Value</li> <li>• Digital delivery partner</li> <li>• Fleet capital Project Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Pilot for safer families</li> <li>• Domestic abuse practitioners</li> <li>• Transitional costs for staff</li> <li>• One off market supplement payment to hard-to-recruit front-line social worker roles</li> <li>• International Social Worker recruitment scheme</li> <li>• Social Worker bursaries</li> <li>• Apprenticeships scheme - Social Workers</li> </ul>

**Funding sources for 23/24:**

**5.15 A breakdown of General Fund Revenue sources 2023/24**

General Fund Revenue Source	Description	Value of Fund
Grant	Family Hubs	£3.5m
Change Reserve	ControOCC	£0.483m
Change Reserve	Programme resource April/May/June 2023	£0.346m
Approved Corporate Budget	Home to School Travel	£0.8m
<b>New funding for approval – see finance comments</b>	Resources and Investments currently unfunded	<b>£1.744m</b>

#### 4.16 A breakdown of DSG Funding Sources

	Funding Sources	£,000
DDMPFS-01	DSG HNB CF 2022-23	928
DDMPFS-02	DSG HNB 2023-24	1,600
DDMPFS-03	DBV in SEND	1,000
	<b>Total Funding Source</b>	<b>3,528</b>

#### Cabinet Member / Officer Recommendations:

**That Cabinet provide the following collective approval across the four transformation programmes: Property Programme, Temporary Accommodation and Homelessness Programme, Children’s & Education Transformation Programme and Adult Social Care Transformation Programme to:**

1. Approve spend of up to £21.4m (for the four corporate transformation programmes), of which £14.0m will be designated from within corporate held resources as outlined in the finance commentary.
2. Authorise the Chief Executive in consultation with the Director of Finance and Deputy Mayor for Finance, Governance and Performance to take all steps required to procure and award a contract for a transformation consulting partner (which may be above the key decision threshold and subject to an urgent decision with a retrospective report to Cabinet) to provide oversight and assurance and support delivery across the portfolio of four transformation programmes.

Cabinet recommendations specific to the Our Families Programme:

That Cabinet:

3. Endorses Our Families programme approach, objectives, investment and saving priorities as set out in this report;
4. Approves of spend up to £4.78m to support the delivery of the Our Families Programme of which £1.74m will be initial drawdown from the £14m and £3.04m will be fund from other resources.
5. Authorises the Executive Director for Children and Education in consultation with the Cabinet Member Children, Education and Equalities to take all steps required to procure and award the contracts (which may be above the key decision threshold) to support the programme within the agreed scope, allocated budget and approved schemes of delegation as outlined in this report;
6. Authorises the Executive Director of Children and Education to invoke any subsequent extensions/variations specifically defined any contract(s) being awarded, up to the maximum budget envelope;
7. 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;
8. Note the total revenue costs of the Children’s & Education (Our Families) programme for 23/24 of £4.781m

of which £3.037m is already funded through grants and change reserve for Family Hubs, ControOCC, Home to School Travel;

9. Notes the total costs of DSG deficit mitigations of £2.6M to date, grant fund of £3.5m;
10. Notes the ambition of Our Families programme to deliver DSG deficit mitigations, MTFP savings and stretch savings to mitigate against budget pressures;
11. Notes that we will be consulting in September 2023 for 6-weeks on the options generated from the procured partner within DSG workstream 2 of the Delivering Better Value project;
12. Notes that a further report will be brought to Cabinet (for information) in July 2023 on the High Needs Block Recovery Plan;
13. Notes that further report will be brought to Cabinet in December 2023 regards to the Review of SEND Statutory and Non-Statutory Element 3 Funding;
14. Notes that further report will be brought to Cabinet in December 2023 to seek approval for proposed changes in post-16 policy for 24/25 and the introduction of Independent Travel Training (ITT) for all applicable children from age 11+ following public consultation between August and September 2023.

### **Corporate Strategy alignment:**

Theme 1: of the Corporate Strategy 2022-27 is Children and Young People with the top-level aim of achieving “**a city where every child belongs and every child gets the best start in life, whatever circumstances they were born in to**”.

Our Families Programme seeks to deliver against the following priorities in the theme:

#### **Child friendly city**

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.

#### **Supported to thrive**

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.

#### **Intergenerational equality**

Lead city-wide approaches to tackling the root causes of structural inequality, breaking cycles of disadvantage, poverty, and trauma across generations to improve health and life opportunities.

**This is supported by the Belonging Strategy.** The over-arching vision of the strategy is supported by four pillars which will deliver on the intentions of the Bristol One City Plan, the Bristol Corporate Parenting Strategy, the Bristol Children’s Charter and the Bristol Equality Charter

The Four Pillars are:

- Belonging from the Beginning
- Belonging in Families
- Belonging in Education
- Belonging in the Community

The programme contributes to the **Health and Wellbeing Strategy** working with communities, children, young people and families, schools, early years which in turn impacts on strengthening our demand management.

**Furthermore, the programme contributes to the Children’s Services (Ofsted) improvement action plan.**

We also want every adult in Bristol to care passionately about children and young people and express that through relationships, community, and business life.

This vision and the supporting strategies and plan that underpin it are testament to the ambition, commitment and drive of the Council’s Political Leadership who have approved and endorsed them.

Our members demonstrate leadership through the various governance and partnership bodies on which they serve,

actively supporting and encouraging our staff, local partners and wider stakeholders to help us in the delivery of our continuous improvement and the growth and development of our city as one where young people thrive and are included.

#### City Benefits:

The premise of the programme will design effective services with, and for, children, young people, and families; and efficiency of delivery will improve as a result through a whole system change. This change will deliver improved outcomes and inclusion for all, for our children, young people, and families whilst in return deliver financial sustainability for the future.

#### Consultation Details:

There has been an extended period of engagement with staff, partners and stakeholders across the organisation and will be continued during the lifecycle of the programme.

As the programme progresses, we will be seeking further views of those affected by workforce change proposals with reference to their protected characteristics, as well as other factors such as whether staff members have dependent children or caring responsibilities. We will also seek the views of groups that champion the rights of people from protected groups. These include our internal Staff-led groups, Trade Unions and Community and Voluntary organisations.

Formal consultation with staff is planned in the Autumn 2023 with regards to any proposed changes to the operating model for Children and Education. An EQIA will be completed as part of the management of change process.

Planned engagement beyond the organisation has started, for example parent/carers forum, City Leap, and will continue where relevant such as policy change, alternative delivery model or offer. The proposals of our programme formed part of the budget discussions with the Mayor, Cabinet and the council's senior leadership team and subsequently were included in the Budget Consultation 23/24. Formal public consultation will take place between August and September 2023 in relation to Home to School Travel post-16 policy for 24/25 and the introduction of Independent Travel Training (ITT) for all applicable children from age 11+.

1. Programme transformation board: 19/04/23; 24/05/23
2. Lead Cabinet member: 19/04/23; 15/05/23; 24/05/23
3. CLB: 18/04/23; 02/05/23; 09/05/23; 16/05/23

Once the additional savings to manage the 23/24 pressure are confirmed and validated EQIAs will then be completed.

#### Background Documents:

1. [Our Belonging Strategy](#)
2. [Bristol Children Charter](#)
3. [Belonging in Education](#)
4. [Belonging in Families](#)
5. [Belonging in the Community](#)
6. [Public Pack Equalities Impact Assessments for 23/24 Budget Agenda](#)

<b>Revenue Cost</b>	2023/24 £4.781 of which £1.744 is unfunded. 2023/24-27 £10.567m of which	<b>Source of Revenue Funding</b>	£3.5m - Grant Funding (Family Hubs) Change Reserve – (ControOCC) Corporate Budget (Home to School Travel) Further fundings as set out in finance comments below
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	£5.129m is funded. The remaining £5.438m is unfunded		
<b>Capital Cost</b>	£0 (at this stage)	<b>Source of Capital Funding</b>	NA
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input checked="" type="checkbox"/>	<b>Saving Proposal</b> <input checked="" type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:**

This report seeks the approval of spend up to £14m, in addition to specifically funded elements of the programmes amounting to £7.4m, to support the delivery of the major transformation programmes: Property Programme, Temporary Accommodation and Homelessness Programme, Children’s & Education Transformation Programme and Adult Social Care Transformation Programme. This is with the overall aim to contain service need within a sustainable envelope whilst achieving the savings targets required.

This paper specifically addresses the Children & Education (Our Families) transformation programme, which has a recurrent savings delivery target of £2.831m (including saving carried forward from previous years).

The programme outlines costs to deliver of £4.781 based on current assessment, however as the work develops this could be subject to change within the bounds of the overall funding.

There is £3.037m confirmed specific funding identified against this programme, which is funded through a combination of specific grants, reserves and capital allocations, which leaves a residual of £1.744m to be funded through corporate initiatives.

Where business cases require development these will be progressed in line with the delegations outlined in this report, with the expectation that they are managed within the envelop of funding identified for the overall transformation programme.

Overall the first phase of the work on the top-4 programmes are expected to cost a total of £18.3m, which includes a transformation management office to oversee the entire programme delivery, with £7.4m of funding specifically aligned earmarked funding streams to those programmes. The remaining £11m and further works from latter phases for 2023/24 and beyond is to be managed through a combination of funds totalling £14m as follows:

<b>Funding Source</b>	<b>£m</b>
General Fund Reserves	1.0
Release of accelerated payment of pensions	1.0
Release of service budgets as a result of increased external income	2.0
Flexible use of Capital Receipts*	10.0
<b>Total</b>	<b>14.0</b>

*\* Flexible use of capital receipts remains subject to availability and requires disposals to meet the overall target of £36m to fund both the capital programme and the transformation £10m in the table above.*

Delivery of the savings targets attached to this programme are critical to enable delivery against the budget as set by Council in February 2023, rigorous monitoring of savings, costs to deliver and achievement of capital receipts will therefore be required.

**Finance Business Partner:** Andrew Osei, Finance Business Partner 24 May 2023

**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.

Once consultation has taken place, the consultation responses must be conscientiously taken into account by Cabinet when taking its decision to consider and approve the proposals as outlined in the report. The leading cases on consultation provide that: -

- Consultation should occur when proposals are at a formative stage;
- Consultations should give sufficient reasons for any proposal to permit intelligent consideration;
- Consultations should allow adequate time for consideration and response;

There must be clear evidence that the decision maker has considered the consultation responses, or a summary of them, before taking its decision.

**Legal Team Leader:** Husinara Jones, Team Manager/Solicitor 16 May 2023

**3. Implications on IT:** IT will provide architectural and technical professional services, working in collaboration with BCC Change Services, Business SME's, BCC Data Insights teams, delivery partners and suppliers to:

- I. Provide overall EA architectural governance.
- II. Deploy ContrOCC (Childrens) solution.
- III. Identify and evaluate 'public facing' digital solutions that align with BCC Digital strategy
- IV. Identify and evaluate a replacement Home to School transport solution.
- V. Identify and evaluate options for a Commissioning solution.
- VI. Identify and facilitate financial integrations

**IT Team Leader:** Dave Morton, Senior Solution Architect 18 May 2023

**4. HR Advice:** The report is seeking endorsement for the Our Families programme approach, objectives, investment and saving priorities and the proposed programme will be far-reaching across the directorate. There will be significant workforce implications once the new operating model is designed, it will then need full consultation with staff and their representatives on the specific implications for our employees. All appropriate Bristol City Council policies will be applied and we will ensure redeployment is sought for all employees at risk of redundancy where possible to retain the skills and knowledge within the council.

**HR Partner:** Lorna Laing, HR Business Partner 16 May 2023

<b>EDM Sign-off</b>	Abi Gbago, Executive Director Children's and Education	15 May 2023
<b>Cabinet Member sign-off</b>	Cllr Craig Cheney Deputy Mayor City Economy, Finance and Performance	24 May 2023
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	25 May 2023

<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>