

Appendix A: Further essential background / detail on the proposal

Appendix A1:

Bristol people and businesses are very concerned about climate change. They want to be part of the solution, see changes which benefit their communities in other ways and have affordable, accessible ways to make a difference. We want to find a way to achieve these business and community climate goals faster ensuring they are joined-up with the changes we need to make as a whole city.

Investment in new low carbon technology is needed to replace the fossil fuel technology which we rely on for heat, power and getting around. Some of these investments will generate a return for investors. We want to demonstrate a way to bring more investment into climate change projects in a way that matches what people want in their home or their area.

There are many businesses already supplying climate change solutions in the city, such as builders insulating homes and heat pump installers replacing fossil-fuelled gas boilers. We want to help these businesses to grow to meet the need for climate action and create jobs and training to suit all levels of skills and experience.

The City Council has already developed the Bristol City Leap Partnership to help accelerate net zero action. However, the challenges in Bristol are similar across the UK and so we are working as part of the Innovate UK Net Zero Living Pathfinder Places Programme to collaborate with approximately 50 other towns, cities and rural areas across the UK to share ideas and learning. This includes several Demonstrator Projects which Innovate UK announced funding for in December 2023. This project is one of those Demonstrators.

The Mission Net Zero Pathfinder Demonstrator is an ambitious project to show how people can achieve their climate goals, obtain investment in new ways and grow related businesses to benefit the whole community. It is focused on how we make the fair transition to a net zero city.

The project begins by working with three Bristol communities. It will support them to create community climate investment plans and help to develop a series of projects which could be invested in. Some of these local changes will need to be enabled by new infrastructure to replace the fossil fuel infrastructure we rely on today and a strategic regional plan for climate investment will be developed through project working with partners across the West of England.

New ways to finance net zero activities will also be developed in the project with the goal of finding new ways to combine public and private sector investment to achieve net zero outcomes. This will link closely with another project already running – the Net Zero Finance Innovation Lab - which is funded by the EU Horizon Europe Programme.

The investment in net zero will create jobs and require relevant skills in greater numbers, and so the project will also work with businesses, training providers and citizens to help local businesses grow and create more job and training opportunities for local people, from a wide range of backgrounds.

The lead partner is Bristol City Council working with Bristol and Bath Regional Capital, Bristol Energy Network, Bristol Green Capital Partnership, Bath and North East Somerset Council, Centre for Sustainable Energy, City Leap Energy Partnership Ltd, National Grid Electricity Distribution (South West), North Somerset Council, South Gloucestershire Council and West of England Combined Authority.

The project will run from 29th January 2024 to October 2025.

Appendix A2: Full Business Case

A. PROJECT SUMMARY INFORMATION

Project Name:	Mission Net Zero Pathfinder Demonstrator		
Project ID (if known):			
Cabinet Member:	Councillor Kye Dudd and Cllr Marley Bennett	Lead Officer (Sponsor):	Alex Hearn
Directorate(s):	G&R lead with the involvement of all directorates	Associated service areas:	Sustainable City and Climate Change Service lead
Report lead author(s):	Full Business Case: Alex Minshull, Sustainable City and Climate Change Manager		
Report recipients:	Cabinet		

B. ORGANISATIONAL CONTEXT

Alignment to corporate theme(s):	<ol style="list-style-type: none">1. The Bristol City Council Corporate Strategy 2022-27 sets out ENV1 Carbon Neutrality2. In September 2023 Cabinet approve submission of a funding application to Innovate UK for this project.3. In December 2023 Innovate UK announced funding for the project as set out herein.
Project category:	<input type="checkbox"/> Saving delivery <input type="checkbox"/> Compliance / Statutory <input type="checkbox"/> Risk reduction <input type="checkbox"/> Cost avoidance <input checked="" type="checkbox"/> Improved outcomes <input checked="" type="checkbox"/> Enabling <Other>
Council Budget saving delivery:	If the proposal relates to a saving already approved within the approved Council's Budget please complete this section, otherwise mark N/A. N/A

C. DOCUMENT CONTROL

Sections complete:	<input type="checkbox"/> Mandate <input type="checkbox"/> Outline Business Case <input checked="" type="checkbox"/> Full Business Case			
Document status:	<input checked="" type="checkbox"/> Draft <input type="checkbox"/> Final			
Document owner:	Alex Minshull			
Version control	Version	Author(s)	Description	Date
	0.1	Alex Minshull, Sustainable City and Climate Change Service Manager	First draft	01/12/23
	0.2	Alex Minshull, Sustainable City and Climate Change Service Manager	Final draft with minor revisions following announcement of successful funding	08/12/23

FULL BUSINESS CASE

Summary

The Bristol One City Climate Strategy set out the enabling conditions for accelerating climate action – See Figure 1. The City Council has already developed the Bristol City Leap Partnership which is seeking to put in place some of these, with private sector funding for new infrastructure such as district heating.

BCC is working as part of the Innovate UK Net Zero Living Pathfinder Places Programme to collaborate with approximately 50 other towns, cities and rural areas across the UK to share learning. This includes several Demonstrator Projects of which this is one and Innovate are providing the vast majority of the project funding.

Our Demonstrator Project focuses on the West of England (WoE) covering City of Bristol; Bath and North East Somerset; North Somerset and South Gloucestershire Council areas. We have sought to address several of the enabling conditions of the Bristol One City Climate Strategy as these apply across the region and relate well to the Innovate Net Zero Pathfinder Places priorities. We will focus on:

- **Engagement** with 3 communities in Bristol to develop Community Climate Investment Plans and a pipeline of projects ready for investment
- **Engagement** with strategic partners across the West of England Regional Climate Investment Plan, with a pipeline of projects ready for investment
- **Funding** by developing a new financial investment model for investment in those projects, linking public and private sector investment
- **Skills** and supply chain support and development with a tailored package of activities to increase the number of low carbon jobs in the city and region and to improve access to them for local people
- **Data** by creating a dynamic digital platform to support on-going investment decisions and engagement with citizens and partners.

The lead partner is Bristol City Council working with Bristol and Bath Regional Capital, Bristol Energy Network, Bristol Green Capital Partnership, Bath and North East Somerset Council, Centre for Sustainable Energy, City Leap Energy Partnership Ltd, National Grid Electricity Distribution (South West), North Somerset Council, South Gloucestershire Council and West of England Combined Authority.

Recommended option:

To implement the project as submitted to Innovate UK for funding.

Recommended option delivery timescale:

29 January 2024 for 21 months

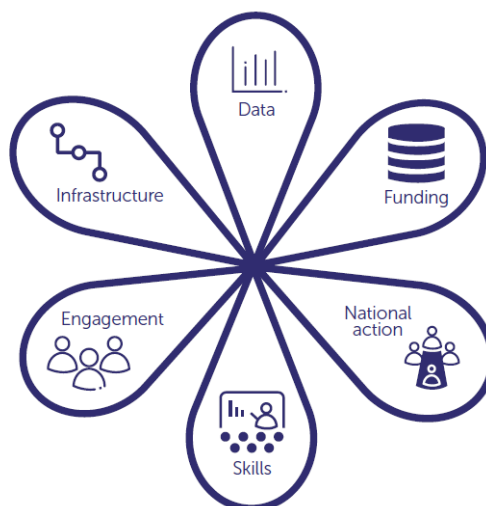


Figure 1: One City Climate Strategy Enabling Conditions

Anticipated cost/benefit profile for preferred option delivery:

£ thousands with approx. profile.	23/24	24/25	25/26	Total
Costs of existing staff funded from the Project	28	180	100	308
Cost of new staff	52	250	150	452
Overhead costs for staff	16	86	50	152
Contracted services/ other costs		2000	795	2,795
Total	96	2,516	1,095	3,708

Identified sources of funding (including any shortfall):

Innovate UK Net Zero Pathfinder Demonstrator Project funding – 100%

Other anticipated key measurable (non-financial) benefits:

Our key metric would be money committed (measured by £m) to the 4x Investment Plans by October 2025, 2026 and 2028 - enabling the continued delivery of net zero measures in neighbourhoods beyond the funded period.

We will have a common set of societal/economic benefit metrics for pipeline projects including:

- carbon emission reduction (tonnes):
- energy consumption (kwh)
- fuel poverty (% households)
- capacity of WoE supply chain (jobs in sector and number of installations)
- employment/training opportunities (jobs and training by demographic)

Learning from previous work

- The Programme has been built on feasibility work undertaken in Phase 1 and draws on the experience of the service and partners and of the city leap process.

Any decisions/endorsements already secured:

Cabinet approval of the bid submission in Sept.2023 and mobilisation work from award decision to project start date.

Decisions requested for Full Business Case sign-off:

Cabinet are requested to approve the Full Business Case at their meeting on 23rd January 2024

Existing costs approved:	0
New costs to deliver project:	3,708
Known Opportunity costs to deliver project:	0
Funding required:	3,708
Funding source(s):	Innovate UK Net Zero Pathfinder Programme
Est. timescale for project delivery:	21 months

17. Project overview -

The Bristol One City Climate Strategy set out the enabling conditions for accelerating climate action – See Figure 1. The City Council has already developed the Bristol City Leap Partnership which is seeking to put in place some of these, with private sector funding for new infrastructure such as district heating.

BCC is working as part of the Innovate UK Net Zero Living Pathfinder Places Programme to collaborate with approximately 50 other towns, cities and rural areas across the UK to share learning. This includes several Demonstrator Projects of which this is one and Innovate are providing the vast majority of the project funding.

Our Demonstrator Project focuses on the West of England (WoE) covering City of Bristol; Bath and North East Somerset; North Somerset and South Gloucestershire Council areas. We have sought to address several of the enabling conditions of the Bristol One City Climate Strategy as these apply across the region and relate well to the Innovate Net Zero Pathfinder Places priorities. We will focus on:

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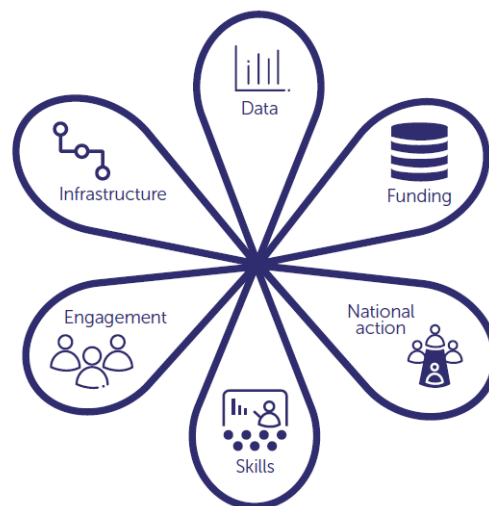


Figure 2: One City Climate Strategy Enabling Conditions

18. Preferred Option Detailed Case

18.1 Project scope

1. Scope

In Scope	
<p>In phase 2 we wish to demonstrate this process which could be replicated in any UK location.</p> <p>We actively participate in Net Zero Living Pathfinder Places cohort activities continuing to exchange knowledge with the wider cohort as we proceed, enabling followers to benefit from our successes and learn from our challenges. We would also use Bristol's membership of the Climate Neutral and Smart Cities Mission to share innovative European net zero practice.</p> <p>In phase 2 we would:</p> <ol style="list-style-type: none"> 1. Create 1x WoE Climate Investment Plan and associated finance mechanisms to stimulate/enable investment by public bodies, utilities and private sector investors 2. Create 3x Community Climate Investment Plans through enabling people to shape their own futures, turning net zero transition into an active choice that delivers major community benefit/is sustainably owned by communities not imposed top-down 3. Grow capacity and address skills shortages by working with businesses/training providers/potential employees 4. Develop a digital platform to support the creation of the plans, engagement and on-going project delivery. 	
Out of scope	Any risks/consequences associated with "Out of scope" items
Funding and implementation of the Investment Plans developed through this project.	That funding for implementation cannot be secured.
Maintenance of the Digital Platform beyond the life of the project	That funding for maintenance cannot be secured.

18.2 Programme objectives

The project goal is to address these non-technical barriers to net zero:

1. Financing - capital investment need
2. Consumer engagement - stimulating willingness/ability of people to act, in particular those often marginalised and distributing benefits fairly
3. Capacity, capability and skills - capacity of supply chain to deliver at scale/pace needed

Its specific objectives are:

1. Create 1x WoE Climate Investment Plan and associated finance mechanisms to stimulate/enable investment by public bodies, utilities and private sector investors.
2. Create 3x Community Climate Investment Plans through enabling people to shape their own futures, turning net zero transition into an active choice that delivers major community benefit/is sustainably owned by communities not imposed top-down. This innovative means of community engagement is central to our approach and to success.
3. Grow capacity and address skills shortages by working with businesses/training providers/potential employees

18.3 Quality expectations

18.4 Summary Costs and Benefits –

£ thousands with approx. profile.	23/24	24/25	25/26	Total
Costs of existing staff funded from the Project	28	180	100	308
Cost of new staff	52	250	150	452
Overhead costs for staff	16	86	50	152
Contracted services/ other costs		2000	795	2,795
Total	96	2,516	1,095	3,708
Partners Costs				1,284
Grand Total				4,993

18.5 Benefits

Innovate UK's (IUK) report "*Accelerating Net Zero Delivery - Unlocking the benefits of climate action in UK regions, March 2022*" concludes "*significantly better outcomes [are achieved] when places tailor their net zero delivery to the needs and opportunities of the area*"... a new delivery framework is required [which should]...[1] coordinate local delivery ... [with] [2] refreshed funding and finance instruments and [3] targeted skills and capacity development."

In Phase 1, we developed a process unlocking the non-technical barriers relating to 1-3, above, alongside community capacity building. Our Demonstrator would implement the process in practice building the capacity of 3 neighbourhoods, the wider city community, regional infrastructure providers/investors and the net zero supply chain. This enhanced capacity across the system will enable the whole city to achieve net zero faster with a pipeline of investable projects being delivered over the next 3-5 years. The IUK funding will be essential to build this pipeline and core components like the net zero neighbourhood investment model.

This process and expansion of net zero neighbourhoods to create a net zero town/city/region could be replicated UK-wide. Other elements in our climate portfolio are the region level/individual business infrastructure investments that would be stimulated by the Regional Climate Investment Plan through the work of organisations in the Transition Team and the Combined Authority.

The expected impacts are:

1. Short-term, public willingness/ability to act will be significantly improved. Medium-term, this would reduce resistance to pipeline project delivery and create new opportunities for community-led action.
2. Short-term, the integrated Regional and Community Climate Investment Plan will enable local authorities and energy infrastructure companies to align their medium- and long-term business plans/investment to those shared priorities. Our long-term aim is for cross-sector integration to create efficiencies/additionality for investors unlocking further private sector investment, as seen with Bristol City Leap.
3. Our net zero Community Investment Plans will unlock public-private investment within the funded period and create long-term access to funding and finance, complemented by the parallel Finance Innovation Lab (see Q2) with associated local economic growth.
4. Medium-term, emissions would reduce, households would save money and fuel poverty would reduce.
5. Medium-term, supply chain capacity/turnover would increase, contributing to long-term economic prosperity.
6. Medium-term, more local people will be employed in the sector and have higher skill. Long-term, learning will be used to inform future skills funding in the region.

Our key metric would be money committed (measured by £m) to the 4x Investment Plans by October 2025, 2026 and 2028 - enabling the continued delivery of net zero measures in neighbourhoods beyond the funded period.

We will have a common set of societal/economic benefit metrics for pipeline projects including:

- carbon emission reduction (tonnes):
- energy consumption (kwh)
- fuel poverty (% households)
- capacity of WoE supply chain (jobs in sector and number of installations)
- employment/training opportunities (jobs and training by demographic)

We would also measure:

- increase in sustainable transport opportunities in the 3 communities
- citizen participation in climate action (metrics on engagement activities including EDI)
- citizen attitudes to net zero measures from heat pumps to low traffic neighbourhoods

We would refine the monitoring/evaluation framework using the IUK report (above) model with an independent evaluator appointed as a subcontractor. We would follow net zero Data policy requirements by following IUK policy guidance, assigning data custodians etc. in line with BCC policy.

We confirm we actively participate in the broader programme cohort and would continue to share learning and data generated during this project with the cohort at key project milestones. We gain and disseminate information widely via networks including Core Cities/UK100/Local Government Association/Horizon Europe Climate Neutral and Smart Cities Mission.

18.6 Costs & Funding Sources

Funding source	Budget Holder	Cost-Code	Financial Year (or recurring)	Amount £k
Innovate UK Net Zero Pathfinder Demonstrator	External funding		One Off	3,708
Total funding required (ref S15.3)				3,708
Total funding secured				3,708
Variance				0
Variance commentary: N/A				
Plus a further £1,284k for Partners totalling £4,993k				

18.7 Key Risks and Issues and Risk Impact Analysis

There are **25 main risks** (those scoring 9/medium - action may be required, requires monitoring). Of these, 10 are **Managerial**. These are listed below with proposed **mitigation**:

- Tight timeframe for delivery constrains project quality - mitigated by PM keeping focus on output and partners/sub-contractors robustly forecasting contributions
- Maintaining focus and interdisciplinary discipline - mitigated by a holistic, inclusive approach to project design, ensuring that activities are designed, communicate and respond effectively
- Maintaining project focus and interdisciplinary involvement across the non-technical barriers -- mitigated by employing a senior project manager (PM) supported by a Project Support Officer (PSO)
- Large partnership - mitigated by employing a senior PM with a PSO
- Insufficient and/or poorly allocated budget - mitigated by proving value for money in phase 1 and PM proactively overseeing delivery against milestones
- Project team overstretch - mitigated by PM tracking project delivery, proactively managing and/or raising delivery risk and issues and having PSO to support them
- National events affecting stakeholders' availability - mitigated by working where Community Climate Action Plans already in development for reliable stakeholder engagement in implementation - within this Community Climate Action Forum participation will give an indication of breadth of engagement. Plus, stakeholders were involved in design through phase 1
- Managing expectations - mitigated by working with stakeholders to develop ambitious, adequately resourced delivery plans with visible outputs
- Reliable resources - failure to budget correctly - mitigated by incorporating lessons from phase 1. PM to confirm resources are committed and can be depended upon (and where not has alternative)
- Failure fatigue - mitigated by thoughtful design and planning and managing resilience/learning from failure

The main **Technical** risks limited supply chain/customer interest; financing and dependencies - mitigated by stakeholder centred approaches; planning/identification/targeting and tracking.

The main **Commercial** risks involved **inputs critical to completion** are disengagement of stakeholders; procurement of services and data sharing - mitigated by proactive involvement, use of framework contracts and clarifying data sharing agreements.

The **Environmental** risk re unforeseen travel needed (associated emissions) is mitigated by restating our commitment to low carbon travel and by selecting the lowest carbon option.

The main **Financial** risk of cost increases is mitigated allowances in budgets and BCC will use an agile procurement and PM process to maintain costs within budget.

The main risks (including Reputational) plus 10 lower level risks are outlined in the Risk Log appendix. **No outputs are foreseen to be subject to regulatory requirements etc.**

18.8 Contingency Planning

The funders do not allow contingency budgets. The key risks and their mitigation are set out in the previous section.

19. Delivery Approach

19.1 Implementation Approach

The project has 5 work packages (WP) all led by Bristol City Council (BCC).

The Project Team - all BCC, partner and subcontractor key personnel - is responsible for joint delivery of all WP.

- WP1 Governance, Co-ordination and Project Management
- WP2 Regional Climate Investment Plan and Pipeline
- WP3 Community Climate Investment Plans and Pipeline
- WP4 net zero Neighbourhood Investment Structure
- WP5 Supply Chain and Skills Support Package

Project management approach

The project would mobilise ahead of Day 1 to procure subcontractors and set up the Project Management Office - BCC's allocated Senior Project Manager (PM) with a Project Support Officer (PSO) working with the Project Board benefiting from extra pre-project BCC funding.

The project would be delivered using PRINCE2 adapted for councils. Our project management tools/mechanisms include our proactive, reflective, agile approach using software including MS Project.

The PM is accountable for delivery of the Project Plan (see appendix Project Plan); will oversee coordination/delivery of WPs; ensure the skills of the Project Team are well managed/matched to each WP; maintain focus on meeting/monitoring progress against milestones and ensure risks/issues are managed appropriately. This will all be tracked/reported using our PM3 system.

The Project Plan breaks down tasks by WP. The PM would keep delivery on track and ensure adequate flexibility. The PSO would support the PM in the above and handle the project administration and reporting including risk log management and act as day-to-day contact for project team and stakeholder queries.

The PM would direct the project ensuring each WP has a Delivery Team comprising the WP Leads from each partner and key delivery staff and BCC WP Co-ordinator. The PM would bring WP Leads together in weekly 'stand-up' meetings to report progress, share perspectives/insights/learnings and raise/address risks/issues/opportunities.

The PM would convene monthly meetings of BCC WP Co-ordinators prior to each Board to review progress and enable dependencies management between WPs and ensure communication between the wider Project Team with online and face-to-face workshops as phase 1 demonstrated its value to breaking down silos ensuring holistic perspectives incorporated.

19.2 Benefits Realisation Approach

Innovate UK's (IUK) report "Accelerating Net Zero Delivery - Unlocking the benefits of climate action in UK regions, March 2022" concludes "significantly better outcomes [are achieved] when places tailor their net zero delivery to the needs and opportunities of the area"... a new delivery framework is required [which should]...[1] coordinate local delivery ... [with] [2] refreshed funding and finance instruments and [3] targeted skills and capacity development."

In Phase 1, we developed a process unlocking the non-technical barriers relating to 1-3, above, alongside community capacity building. Our Demonstrator would implement the process in practice building the capacity of 3 neighbourhoods, the wider city community, regional infrastructure providers/investors and the net zero supply chain. This enhanced capacity across the system will enable the whole city to achieve net zero faster with a pipeline of investable projects being delivered over the next 3-5 years. The IUK funding will be essential to build this pipeline and core components like the net zero neighbourhood investment model.

This process and expansion of net zero neighbourhoods to create a net zero town/city/region could be replicated UK-wide. Other elements in our climate portfolio are the region level/individual business infrastructure investments that would be stimulated by the Regional Climate Investment Plan through the work of organisations in the Transition Team and the Combined Authority.

The expected impacts are:

- Short-term, public willingness/ability to act will be significantly improved. Medium-term, this would reduce resistance to pipeline project delivery and create new opportunities for community-led action.
- Short-term, the integrated Regional and Community Climate Investment Plan will enable local authorities and energy infrastructure companies to align their medium- and long-term business plans/investment to those shared priorities. Our long-term aim is for cross-sector integration to create efficiencies/additionality for investors unlocking further private sector investment, as seen with Bristol City Leap.
- Our net zero Community Investment Plans will unlock public-private investment within the funded period and create long-term access to funding and finance, complemented by the parallel Finance Innovation Lab (see Q2) with associated local economic growth.
- Medium-term, emissions would reduce, households would save money and fuel poverty would reduce.
- Medium-term, supply chain capacity/turnover would increase, contributing to long-term economic prosperity.
- Medium-term, more local people will be employed in the sector and have higher skill. Long-term, learning will be used to inform future skills funding in the region.

19.3 Procurement Approach

The programme will procure professional services and a small amount of goods and supplies.

Task/Subcontractor	Route to market
Net Zero Neighbourhood Investment Model - Eunomia Research and Consulting	CCS Management Consultancy 3 Framework by BCC
Independent Monitoring and Evaluation	Three quote procurement by BCC
Business Case Development	Bristol City Leap Joint Venture (if Bristol) or other framework contract by BCC
Digital Platform Consultancy – Digital Catapult	Direct Award by BCC
WoE Regional Climate Investment Plan	Framework Contract by BCC
Supply Chain and Skills Delivery	Three quote procurement by BCC

19.4 Communications and Engagement Approach

The key stakeholders are partners in the project and have been heavily engaged in its design and funding is provided to them to support their participation in the project.

Community engagement is the majority of WP3.

Regular feedback will be provided from the Project to the Pathfinder Programme and Cohort.

19.5 Timeline and Key Milestones

Key Milestones	Target Date
Full Business Case sign off	23/01/24
Project Start Date	29/01/2024
Project End Date	30/09/25
See Gantt Chart below for further detail	

A high level timeline was developed as part of the bid process and this will now be developed in detail by the partners as part of the project mobilisation.

19.6 Project Governance

Project Board comprises:

- BCC Director Economy of Place - Project Sponsor (Chair)
- BCC Sustainable City and Climate Change Manager - Senior Responsible Owner
- Senior Supplier/Senior User for each partner/key contractors
- Inclusion Advocate

Project Board meeting regularly?

Monthly.

Project Board ToR's agreed and relevant?

To be drafted.

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.

Tolerance areas	Project level tolerance	Escalation route	Control & tracking document(s)
Time +/- amounts of time on target completion	0 months	Project Board	Project Plan Work Package Plans Highlight Report
Cost +/- amounts of planned budget	No specific contingency budget has been included and each partner will need to delivery in line with their budget.	Project Board	Project Plan Highlight Report Work Package Document
Quality Defining quality targets in terms of ranges	Overall: Quality criteria for each work package will be agreed with partners/suppliers as part of the set-up of the project	Project Board	Ditto
Scope Permitted variation of the scope of a project	Any change would need to be agreed with the funder and partners.	Project Board in consultation with the	Funding Bid

solution		funder	
<p>Benefits +/- amounts of planned benefit delivery</p>	<p>Our key metric would be money committed (measured by £m) to the 4x Investment Plans by October 2025, 2026 and 2028 - enabling the continued delivery of net zero measures in neighbourhoods beyond the funded period.</p> <p>We will have a common set of societal/economic benefit metrics for pipeline projects including:</p> <ul style="list-style-type: none"> • carbon emission reduction (tonnes): • energy consumption (kwh) • fuel poverty (% households) • capacity of WoE supply chain (jobs in sector and number of installations) • employment/training opportunities (jobs and training by demographic) <p>No targets are set for these.</p>	<p>Programme Board</p>	<p>Funding Bid Business Case Highlight Report</p>
<p>Risk</p>	<p>As per the risk guidance, Critical risks would be escalated to the Project Board who would decide on the appropriate escalation route</p>	<p>Project Board</p>	<p>RAID Log</p>

20.2 Project Team Resource Requirements –

Role within project	Days to be spent by all staff at this grade
Existing staff	
Governance	
Project Director - Director of Economy of Place	14
SRO - Sustainable City and Climate Change Manager	78
Senior User and Senior BCC Supplier - Climate Change Team Manager	117
Procurement Strategic Advice - Procurement Business Partner	5
Procurement support - Procurement Specialist	36
WP 2 - IT Strategic Advice - IT Business Partner	5
WP 2 - IT Procurement support - IT Officer	20
Finance Strategic Advice - Finance Business Partner	5
Finance Support and Grant Claim Approval - Finance Officer	26
Legal Advice and Support - Lawyer	20
Reporting and dissemination - Graphic Designer	20
Transition Team Co-ordinator - Climate Strategy Co-ordinator	167
WP Co-ordinator/Subject Matter Expert - Climate Investment Planning - Energy Innovation Co-ordinator	333
WP Co-ordinator/Subject Matter Expert - Community Engagement - Engagement Co-ordinator	133
Subject Matter Expert - Finance - Finance Business Partner	10
Existing staff total cost	
New staff	
Senior Overall Project Manager	389
Project Support Officer	389
WP Co-ordinator - Supply Chain and Skills - Skills Project Manager	333
Skills Project Delivery - Skills Officer	278
Skills Project Support - Skills Support Officer	111
New staff total cost	
Total labour costs	

21. Equalities Impact Assessment (EqIA) Summary of Impact and Key Mitigation

The Equality Impact Assessment undertaken for the project concluded that there was no adverse equality impact.

This assessment is further to the previous EqIA on the submission of this application for funding (September 2023). At that stage, we envisaged a positive impact as this project will be conducted in the context of a just transition to carbon neutrality. This assessment addresses the permission for receipt of the funding. Therefore, at this stage there is no positive or negative impact associated with this permission. Following discussion with an Equalities Team member we propose that, although no impact is recorded in this assessment, the project should produce an updated EqIA when project implementation begins and potential impacts are clearer e.g. when a process is being developed to select the communities with which the project will engage. As previously stated (Sept), the project was developed following an event to bring together communities and groups that could be affected. Co-producing with Centre for Sustainable Energy and Bristol Green Capital Partnership we had a dozen groups and organisations representing a range of excluded and marginalised communities to learn about the ideas behind the project and to influence and shape the project going forward.

This project builds upon the Community Climate Action project where communities were extensively consulted to develop their own Community Climate Action Plans. As previously stated (Sept), we still believe the project is likely to reduce inequality. The target audience for e.g. home improvements are amongst the least well-off in the city. However there is a risk the maximum potential for reducing inequalities will not be achieved if specific equalities expertise is not made integral to the project scope ongoing so that people with protected characteristics are targeted appropriately. For example we might reduce energy bills for tenants and residents of Area X (areas in 10% most deprived in England) but not successfully target the disabled community within Area X.

We envisage that Community Partner organisations representing excluded and marginalised groups will be key partners, with all time paid for, including those of participating local volunteers where appropriate to mitigate exclusion. Most protected characteristics have increased incidence of also being economically disadvantaged.

We still believe that by targeting more deprived areas we are likely to benefit people with protected characteristics. The exceptions are sexual orientation and religion. If we collect equalities data on all beneficiaries (those living in properties improved) then we can monitor this and then take mitigation measures.

22. Environmental Impact Assessment Summary of Impact and Key Mitigation

The Environmental Impact Assessment undertaken for the project concluded that there was no adverse impact.

There are no significant direct environmental impacts emissions associated with these proposals. However, approving the draw down of the funding will allow the following to be achieved:

- *Publishing a West of England Climate Investment Plan*
- *Publishing three Community Climate Investment Plans (to be written in conjunction with three Bristol communities to ensure they meet the needs of each community).*
- *Growing local climate skills capacity in order to prevent shortages of newly required skills and allow retraining from redundant skills.*