

Cabinet Agenda



Date: Tuesday, 7 February 2023

Time: 4.00 pm

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

Distribution:

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

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Issued by: Amy Rodwell, Democratic Services

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

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

Date: Monday, 30 January 2023



Agenda

PART A - Standard items of business:

1. Welcome and Safety Information

Members of the public intending to attend the meeting are asked to please note that, in the interests of health, safety and security, bags may be searched on entry to the building. Everyone attending this meeting is also asked please to behave with due courtesy and to conduct themselves in a reasonable way.

Please note: if the alarm sounds during the meeting, everyone should please exit the building via the way they came in, via the main entrance lobby area, and then the front ramp. Please then assemble on the paved area in front of the building on College Green by the flag poles.

If the front entrance cannot be used, alternative exits are available via staircases 2 and 3 to the left and right of the Conference Hall. These exit to the rear of the building. The lifts are not to be used. Then please make your way to the assembly point at the front of the building. Please do not return to the building until instructed to do so by the fire warden(s).

2. Public Forum

Up to one hour is allowed for this item

(Pages 6 - 8)

Any member of the public or Councillor may participate in Public Forum. Petitions, statements and questions received by the deadlines below will be taken at the start of the agenda item to which they relate to.

Petitions and statements (must be about matters on the agenda):

- Members of the public and members of the council, provided they give notice in writing or by e-mail (and include their name, address, and 'details of the wording of the petition, and, in the case of a statement, a copy of the submission) by no later than 12 noon on the working day before the meeting, may present a petition or submit a statement to the Cabinet.
- One statement per member of the public and one statement per member of council shall be admissible.
- A maximum of one minute shall be allowed to present each petition and statement.



- The deadline for receipt of petitions and statements for the 7th February Cabinet is 12 noon on **Monday 6th February**. These should be sent, in writing or by e-mail to: Democratic Services, City Hall, College Green, Bristol, BS1 5TR
e-mail: democratic.services@bristol.gov.uk

Questions (must be about matters on the agenda):

- A question may be asked by a member of the public or a member of Council, provided they give notice in writing or by e-mail (and include their name and address) no later than 3 clear working days before the day of the meeting.
- Questions must identify the member of the Cabinet to whom they are put.
- A maximum of 2 written questions per person can be asked. At the meeting, a maximum of 2 supplementary questions may be asked. A supplementary question must arise directly out of the original question or reply.
- Replies to questions will be given verbally at the meeting. If a reply cannot be given at the meeting (including due to lack of time) or if written confirmation of the verbal reply is requested by the questioner, a written reply will be provided within 10 working days of the meeting.
- The deadline for receipt of questions for the 7th February Cabinet is 5.00 pm on **Wednesday 1st February**. These should be sent, in writing or by e-mail to: Democratic Services, City Hall, College Green, Bristol BS1 5TR.
Democratic Services e-mail: democratic.services@bristol.gov.uk

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

3. Apologies for Absence

4. Declarations of Interest

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

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



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

(subject to a maximum of three items)

6. Reports from scrutiny commission

7. Chair's Business

To note any announcements from the Chair

PART B - Key Decisions

8. Gypsy and Roma Traveller permanent sites

(Pages 9 - 44)

9. Bristol Heat Pump Ready Project

(Pages 45 - 56)

10. Filwood Broadway Framework – utilisation of funding

(Pages 57 - 77)

11. Housing IT and Transformation Programme – approval of Full Business Case

(Pages 78 - 324)

12. Grant determination for the Holiday Activities and Food (HAF) Programme 2023/24 & 24/25

(Pages 325 - 351)

13. Delivering Better Value in SEND Programme Grant Allocation

(Pages 352 - 356)

14. Short Breaks for Disabled Children Contract Extension

(Pages 357 - 359)

15. Short Breaks Innovation Fund Bid

(Pages 360 - 363)

16. Future of St Barnabas C of E Primary School



Report to follow.

- 17. Education Mainstream Year 7 Temporary Expansion - Investment Decision (PFI)**
(Pages 364 - 369)
- 18. Adolescent Exploitation Prevention Services**
(Pages 370 - 381)
- 19. Future of Youth Services**
(Pages 382 - 403)
- 20. Financial update report - February 2023**
(Pages 404 - 415)

PART C - Non-Key Decisions

- 21. Director of Public Health Annual Report 2021-22 - Physical Activity**
(Pages 416 - 418)
- 22. Q2 Quarterly Performance Progress Report – Q2 2022/23**
(Pages 419 - 494)



Public Information Sheet

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

You can find papers for all our meetings on our website at www.bristol.gov.uk.

Public meetings

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

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

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

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

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

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

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

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

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

Other formats and languages and assistance for those with hearing impairment

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



Public Forum

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

The following requirements apply:

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

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

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

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

During the meeting:

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



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

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

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Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 07 February 2023

TITLE	Proposed permanent Gypsy Traveller site at Western Drive in Hengrove																		
Ward(s)	Impacting on all Wards citywide as people relocate, with the greatest potential impact on: Hengrove & Whitchurch Park Ward.																		
Author: Ian Bowen		Job title: GRT Service Coordinator																	
Cabinet lead: Cllr Tom Renhard, Cabinet Member Housing Delivery and Homes		Executive Director lead: Stephen Peacock, Executive Director Growth and Regeneration																	
Proposal origin: Councillor																			
Decision maker: Cabinet Member																			
Decision forum: Cabinet																			
Purpose of Report: - To provide a brief overview of the current demand for permanent pitches under the Gypsy Traveller Accommodation Assessment (2020) and potentially opportunities to expand site provision. - To provide information and recommendation about a new potential permanent Gypsy and Traveller site in Bristol.																			
Evidence Base																			
Within Bristol City Council’s Gypsy and Traveller Accommodation Assessment (GTAA) (2020) (Appendix A1.1 below), there is a requirement to increase the total number of Gypsy and Traveller (GT) pitches in Bristol as summarised in table 1 below: We currently have 12 permanent pitches in the city, but the requirement is that our number of Gypsy Traveller pitches rise by an additional 24 permanent pitches by 2024, increasing to a total of 32 additional pitches by 2036. Need for Show Persons pitches to rise by an additional 8 permanent pitches by 2024. <table><tr><td></td><td>Current number of pitches provided</td><td>Additional pitches required by 2024</td><td>Additional pitches required by 2036</td><td>Total pitches in Bristol by 2036</td></tr><tr><td>Gypsy Traveller</td><td>12</td><td>24</td><td>8</td><td>44</td></tr><tr><td>Show People</td><td>8</td><td>8</td><td></td><td>16</td></tr></table>						Current number of pitches provided	Additional pitches required by 2024	Additional pitches required by 2036	Total pitches in Bristol by 2036	Gypsy Traveller	12	24	8	44	Show People	8	8		16
	Current number of pitches provided	Additional pitches required by 2024	Additional pitches required by 2036	Total pitches in Bristol by 2036															
Gypsy Traveller	12	24	8	44															
Show People	8	8		16															
Gypsy Traveller Groups are known to suffer some of the highest levels of discrimination and hate of any ethnic group in the UK. A survey carried out by The Traveller Movement in 2017 found 91% of the 199 respondents had experienced discrimination and 77% had experienced hate speech or hate crime.																			

Table 1

The provision of Local Authority Gypsy Traveller sites within existing neighbourhoods is known to be one of the best ways of reducing hate towards Gypsy Travellers, while having little to no impact on the area. (see also Appendix A1.2 for further background information about inequalities and disadvantage faced by Gypsy Traveller Communities)

3. The purpose of this report is to: recommend a potential new Gypsy Traveller site at **Western Drive** in Hengrove (see also Appendix A1.1 and A1.3 below).
4. **Western Drive:**

The site could accommodate between 6 and 8 pitches depending on design. If built as a **Gypsy Traveller site**, each pitch would contain hardstanding for living vehicles and driving vehicles, a small area of planting, grass or garden and individual (semi-detached) amenities buildings containing shower room and toilet (combined or separate), kitchen/laundry room plumbed for a washing machine, sink and electric cooker and electric hook ups.
5. The GRT Team have discussed this site with our preferred housing provider, who currently manages the permanent Gypsy and Traveller site at Rose Meadow View, Ashton Vale, who have described the Weston Drive site as a “perfect” Gypsy Traveller site location. Their reasons for this are that the site it is a small, flat, accessible piece of land close to local schools, healthcare, retail outlets and other amenities. It is close to other neighbourhoods, which presents opportunities for social integration, but it is not immediately visible from other existing houses, allowing some privacy for site occupants. It has good road and bus links and is in an area of development that may afford employment opportunities for site residents. Gypsy Traveller sites around the UK are often placed in out of the way locations that show a lack of care and empathy towards Travellers; the location of this site demonstrates the value placed on including Travellers and the contribution that they can provide in the heart of the city.
6. Site development would be funded by application to Homes England through their main Affordable Homes programme and in accordance with their Capital Funding Guide. The full development costs of the site would be met by our preferred housing provider with elements built in to include community spaces and local area development identified in appendix A1.3. Funding bids would also include enabling fees to BCC to cover project management, consultation and market engagement with local residents and Travellers. In order to access Homes England funding, our preferred provider would require a minimum sixty year lease on the site although a break clause would be included in the lease in case of any performance issues.
7. The pitches delivered on this site will count towards the Council’s affordable housing delivery target and the Council’s Housing Requirement. It will see the delivery of an affordable housing solution to address the City’s needs, through a route that would not otherwise be forthcoming on this site.
8. The Department for Levelling Up, Housing and Communities recently announced a new Traveller Site Fund for 2022/23 with £10 million for the provision of new and refurbishment of existing traveller sites across England. If funding is made available for new site developments in 2023-24 an application for funding will be considered.
9. Site charges per pitch will be capped at Local Housing Allowance levels.
10. The proposed use of the land as a Gypsy Traveller site will be subject to confirmation from the Council’s property services team that the land is surplus to requirements and may be re-purposed for use as set out in this report.

Cabinet Member / Officer Recommendations:**That Cabinet:**

1. Approve use of the vacant land identified at Western Drive Hengrove, BS14 0AF, shown in appendix A1.2 to be used for the development of a permanent Gypsy Traveller site, subject to planning consent.
2. Authorise the Executive Director Growth and Regeneration to take all steps required to apply for, accept and spend funding and implement use of the vacant land identified at Western Drive Hengrove as outlined in this report.

Corporate Strategy alignment: Briefly outline how this aligns to the Corporate Strategy.

1. CYP1: Child Friendly City – Allowing formerly transient and unsettled children a permanent base will allow them the best possible start in life.
2. CYP2: Supporting to Thrive – A permanent home will allow families to access and benefit from services such as Family Hubs, Youth Zones, Children’s Centres, etc.
3. HCW2: Mental Health and Wellbeing – GRT groups are known to have the worst mental health outcomes of any ethnic group and the highest rates of suicide. A permanent base will allow stability from which to access support services.
4. HC1: Housing Supply – A permanent site would allow an affordable and available housing option for a diverse group.
5. HC5: Community Participation – A permanent base will make sure that Travellers can actively participate in their community and in the life of the city.

City Benefits:

- BCC recognises the importance of ethnic Gypsy Travellers and cultural Travellers to the make up of our diverse and inclusive city.
- BCC demonstrates ongoing support towards ethnic Gypsy and Traveller communities and Show People.
- BCC is able to take a practical lead on demonstrating challenge towards prejudice and discrimination faced by Gypsy Roma Traveller (GRT) communities and the growing rise of “Gypsyism” across Europe.
- BCC to comply fully with the recommendations of the Gypsy Traveller Accommodation Assessment 2020.
- Site will provide an increase in the number of affordable homes across the city.
- Site will provide a safe base for Travelling communities from which they can access education, health and social services.
- A settled location will contribute to improved health, social, educational and financial outcomes from Travelling communities.
- To reduce the isolation felt by Travelling communities.
- Reduction in numbers of unauthorised encampments of Gypsy Travellers across the city.
- Building on goodwill already established between BCC and Travelling communities through existing sites.
- Practical use of currently vacant land.
- Further develop partnership relationships with housing associations and other organisations providing supported and managed housing projects.
- Providing Gypsy Traveller and Show People with an address from which they can: register for taxes including Council Tax, register for a GP surgery, health visitors, dentistry, school and other services, register for benefits and provide a base from where they can access services, register to vote.
- Health and safety: Provision of fresh water and waste disposal. There is a strong evidence base showing that travelling communities are known to have amongst the poorest health outcomes and lowest life expectancy of any communities within the UK. A site that provides basic amenities as well as allowing registration with health professionals will help demonstrate that the Council is doing all that it can to meet the basic needs of and social responsibilities towards all communities.
- Provide a safe environment away from the side of the highway.

- Reduction in enforcement costs to BCC and better use of BCC officers' time as there will be less people to "move on".
- Reduce safeguarding risk issues to vulnerable adults, children and young people.
- To lessen the number of complaints received from members of the public about unauthorised encampments.
- Demonstrate that BCC is committed to supporting vulnerable people.

Consultation Details:

An initial information letter is ready to send out to local residents, business and ward members following acceptance that the report can be presented to cabinet. The site is on the border of 2 wards and nearest addresses that may be impacted by the site have been identified (400 properties).

Background Documents:

Bristol City Council (2020). *Gypsy Traveller Accommodation Assessment* – July 2020. [file \(bristol.gov.uk\)](https://www.bristol.gov.uk/file/bristol.gov.uk)

Sweeney, S. and Dolling, B. (2021). *Last on the list: An overview of unmet need for pitches on Traveller sites in England*. Brighton: Friends Families Travellers – January 2021 [Availability-of-pitches-on-Traveller-sites-in-England_FINAL.pdf \(gypsy-traveller.org\)](https://www.friendsfamilies.org.uk/Availability-of-pitches-on-Traveller-sites-in-England_FINAL.pdf)

The National Policy Advisory Panel on Gypsy and Traveller Housing (2021). *Places We're Proud Of*. [Places We're Proud Of by Rooftop Housing Group - Issue](https://www.placesweproud.org/Places-We're-Proud-Of-by-Rooftop-Housing-Group-Issue)

Dept for Communities and Local Government (2009). *Designing Gypsy and Traveller Sites - Good Practice Guide* – May 2008. London: DCLG [designinggypsiesites.pdf \(publishing.service.gov.uk\)](https://www.designinggypsiesites.pdf)

House of Commons (2019). *Tackling inequalities faced by Gypsy, Roma and Traveller communities*. House of Commons Women and Equalities Committee. London: UK Parliament. <https://publications.parliament.uk/pa/cm201719/cmselect/cmwomeq/360/full-report.html>

Revenue Cost	£TBC	Source of Revenue Funding	G/F
Capital Cost	£TBC	Source of Capital Funding	Homes England
One off cost ☒	Ongoing cost ☒	Saving Proposal ☐	Income generation proposal ☒

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

1. Finance Advice:

This reporting is seeking authority to use the vacant land identified at Western Drive Hengrove, for the development of a permanent Gypsy Traveller site, subject to planning consent.

There are no revenue implications to the council as the new site will be run and managed by the Register Provider. The site development would be funded by application to Homes England through their main Affordable Homes programme. There may be some capital contributions (match funding) required in relation to obtaining the Homes England Funding, which will have to go through the appropriate governance for approval, but at this stage these costs will not be known until the funding application has been considered.

Funding bids would also include enabling fees to Bristol City Council to cover project management, consultation and market engagement with residents and Travellers.

Finance Business Partner: Archa Campbell – 11th January 2023

2. Legal Advice:

Roma, Gypsy and Irish travellers are protected under the Equality Act 2010 and the Public Sector Equality Duty will be engaged in this decision. There is no legal duty to provide pitches anymore as this was removed by Criminal Justice and Public Order Act 1994. However, there is a power to provide them under s 24 Caravan Sites and Control of Development Act 1960.

Legal Team Leader:

Kate Meller – Solicitor – Interim Team Leader, 20 January 2023

3. Implications on IT:

I can see no implications on IT in regard to this activity.

IT Team Leader:

Alex Simpson – Senior Solution Architect, 28 November 2022

4. HR Advice:

There are no HR implications evident

HR Partner:

Celia Williams – HR Business Partner – Growth and Regeneration

EDM Sign-off	Stephen Peacock, Executive Director Growth and Regeneration	30 November 2022
Cabinet Member sign-off	Cllr Renhard, Cabinet Member for Housing Delivery and Homes	14 December 2022
For Key Decisions - Mayor's Office sign-off	Mayor's Office	9 January 2023

Appendix A – Further essential background / detail on the proposal <u>Appendix A1.1:</u> Background to Bristol City Council's Gypsy and Traveller Accommodation Assessment (GTAA) (2020) <u>Appendix A1.2:</u> Western Drive Hengrove, BS14 0AF background information	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	YES
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	YES
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	No
Appendix J – HR advice	NO
Appendix K – ICT	NO

Background to Bristol City Council's Gypsy and Traveller Accommodation Assessment (GTAA) (2020)

1. Bristol City Council's *Gypsy and Traveller Accommodation Assessment (GTAA) (2020)* sets out the Council's responsibility to provide housing, in the form of caravan and motorhome pitches, to Gypsy Traveller and Show Persons communities and was compiled as part of a statutory requirement under section 225 of the Housing Act 2004 and was undertaken between August 2019 and January 2020 through a combination of desk-based research, stakeholder interviews and engagement with members of the travelling community living on all known sites, yards and encampments.
2. Bristol currently has twelve permanent pitches for Gypsy Travellers, twenty transit pitches for people moving through the city (available for a maximum stay of 13 weeks) and eight show persons pitches; this falls significantly short of the recommendations as set out within the GTAA. Current available pitches are the permanent site at **Rose Meadow View**, Ashton (opened in 2006, owned by BCC and managed by Elim Housing), the transit site at **St Anthony's Park**, Lawrence Weston/Avonmouth (opened in 2001, owned and managed by BCC) and the Show Persons site at **Lock's Yard**, Bedminster (in operation since the late 19th Century, currently owned and managed by Wring Demolition).
3. These sites are intended for Travellers who meet the planning definition of a Gypsy or Traveller (*Planning Policy for Traveller Sites (PPTS)*, August 2015) and should not be confused with BCC meanwhile sites for vehicle dwellers which serve a different function and service user group.

Background information about inequalities and disadvantage faced by Gypsy Traveller Communities

The below information is taken from a report given to the Bristol Race Equality Strategic Leaders Group on 18 January 2023 by Ian Bowen (GRT Service Coordinator, Bristol City Council), Paula Gombos (Vendor Data Lead, Big Issue Group) and Alex Raikes MBE (Director, Stand Against Racism and Inequality).

General Information:

- 25% of the ethnic Traveller population in the southwest live in the Bristol city area with only 5% residing in caravans.
- Bristol is part of a large and historical Traveller trade route.
- Most of Bristol's GRT communities are housed in bricks and mortar accommodation (this is due in part to lack of site provision).

Discrimination and Hate Crime:

- A survey carried out by Traveller Movement, a national Gypsy, Roma and Traveller charity, found that, in 2017, 91 per cent of the 199 respondents had experienced discrimination and 77 per cent had experienced hate speech or a hate crime.
- The Equality and Human Rights Commission stated in a 2009 report that:
 - Racism towards most ethnic minority groups is now hidden, less frequently expressed in public, and widely seen as unacceptable. However, that towards Gypsies and Travellers is still common, frequently overt and seen as justified.

Health:

- The 2011 census for England and Wales revealed that 14% of Gypsy/Travellers described their health as "bad" or "very bad", more than twice as high as the white British group.
- The health status of Gypsies and Travellers is much poorer than that of the general population, even when controlling for other factors such as variable socio-economic status and/or ethnicity.
- Life expectancy is 10 to 12 years less than that of the non-Traveller population
- 42 per cent of English Gypsies are affected by a long-term condition, as opposed to 18 per cent of the general population.
- One in five Gypsy Traveller mothers will experience the loss of a child, compared to one in a hundred in the non-Traveller community.
- Deaths from respiratory diseases, cardiovascular diseases and suicides were more markedly increased in GRT groups compared to the general population.
- High levels of imprisonment – less than 1% of the UK are GRT and yet they represent 5% of the prison population.
- Levels of Domestic Abuse within the Traveller communities are nearly twice as high as in non-traveller (62% in Romany Gypsies and 81% in Irish Travellers as opposed to 33%).

- Highest maternal death rate of any ethnic group.
- Higher prevalence of miscarriage (16% compared to 8%).
- Higher number of carers for dependent relative(s) with chronic illness or disability (16% compared to 8%).
- Higher mean number of children (4.3 compared to 2.6).
- Higher prevalence of anxiety & depression (28% compared to 4%).
- The suicide rates are 7 x higher than the general population (most common in young Traveller men aged 15-25 and women).

Education:

- Nationally, there is a 62% illiteracy rate amongst adult Gypsy Travellers (Dorset, 2017). This means many people cannot read prescriptions, information leaflets, and letters and may miss appointments etc. Children also suffer as many parents do not have a level of education needed to help with written homework assignments or to listen to their children read.
- According to the House of Commons report, pupils from Gypsy or Roma backgrounds and those from a Traveller of Irish Heritage background had the lowest attainment of all ethnic groups throughout their school years.
- Fewer than 10% of Gypsy/Roma pupils and fewer than 20% of Irish Traveller pupils achieve 5 GCSEs graded 9 – 4, compared to approximately 60% of all pupils nationally (Mulcahy et al, 2017) and “only a handful” are recorded as attending higher education in any given year (House of Commons, 2019).
- According to the DfE document National curriculum assessments at key stage 2 in England, 2019 (revised) (2019):
 “Gypsy/Roma pupils are the lowest performing group with 19% reaching the expected standard in all of reading, writing and maths in 2019.” No Bristol specific information is available on this.
- Gypsy and Traveller children leave school at a much earlier age than children in other ethnic groups (12.6 years compared to 16.4 years for comparators (DfE, 2015)); they have worse attainment outcomes than any other ethnic group.
- Almost half of Gypsy/Roma students are classed as persistent non-attenders. After key stage 4 (usually aged 16), a quarter of Gypsy, Roma and Traveller children go into neither education nor employment (House of Commons, 2019).
- The 2019 House of Commons study found discrimination and bullying against GRT children in school nationally to be higher than in any other ethnic group and is tolerated by schools rather than challenged more than in any other group.
- The levels of exclusions of GRT children from schools, is considerably higher than other ethnic groups. Using Department for Education data, held within the document Permanent exclusions and suspensions in England: 2019 to 2020 (DfE, 2020) The number of Gypsy Roma pupils nationally with one or more suspension was 6%, but in Bristol was 13.8%.
- Access to free school meals (FSM) is often used as a measure to reflect deprivation. In Bristol, the average number of children in receipt of FSM is 25.9% (BCC, January 2021) but across the GRT community in Bristol, 45.1% receive FSM.
- If this is broken down into GRT subgroups, 29.7% of Gypsy/Roma children receive FSM as do 82.9% of Irish Travellers (BCC, January 2021).

- The next highest groups behind Irish Travellers are “Black Caribbean” at 49.8%, “White and Black Caribbean” at 47.6% and “Black – Somali” at 42.9%. In comparison, 23.7% of “White British” receive FSM.
- Previous reports have found that GRT children are four times more likely to have SEN or SEMH needs. According to the document Special educational needs in England (DfE, June 2021):

“National data shows that SEN is most prevalent in the Traveller of Irish heritage ethnic group with 24.4% of pupils recorded as having SEN support in 2021, and a further 5.6% with an EHC plan.”

Western Drive Hengrove, BS14 0AF

[Link to Google Maps view of site](#)

Property ID: 10499

This site would be suitable for either Gypsy Travellers or Show People.

This site is off the A4174, Hengrove Way at the southern end of the main Bristol ring road. The A4174 is a busy trunk road through the city and cuts through a main commercial and industrial area allowing rapid access onto main roads out of the city. The Ring Road leads West and South to the A37, A38 and A370 towards Weston Super Mare, Burnham and Wells or East and North into Bath & North East Somerset, South Gloucestershire and the M4 and M5 motorways. The site itself is at the Northern end of the old airport and, as far as we are aware, has never been built on.

The Western Drive site covers 3500 SqM (0.9 acres) of bramble and brush filled uneven land, currently inaccessible to vehicles. The wider area around the site is all flat and the site itself is partly raised by tipped soil and hardcore and a formed bank (rising no higher than 1.5m) across the entrance which was most likely put in place many years ago to prevent trespass. The site is fully fenced all round with secure metal fencing and sits at the end of a quiet and little used road. The South West and North West elevations of the site face the small Western Drive industrial estate, separated by secure fencing and brush, the North East elevation runs alongside a footpath entering Hengrove & Whitchurch Park from the A4174 and the South East elevation faces a small triangular copse containing some preserved trees. (see pictures below).



Image 1: View of site taken from PinpointPlus. Yellow filled area shows the boundaries of the site



Image 2: View of site taken from PinpointPlus. Yellow filled area shows the boundaries of the site

The site can be accessed from Western Drive. There is a small turning area at the front on the site that is currently blocked off by bollards.



Image 3, Image taken from Goole Maps Street View showing access to site from Western Drive

The proposed site is in the Hengrove & Whitchurch Park Ward. It is 150m ¹ from the nearest residential properties (in Rowberrow, Alverstock and Penrose, Hengrove) and adjacent to an industrial estate. It is 650m from both of the two nearest primary schools (School of Christ The King Catholic Primary in Filwood Ward and Perry Court E-Act Academy in Hengrove & Whitchurch Park Ward), 1200m from the nearest secondary school (Oasis Academy John Williams) and in the Southern Links Children's Centre reach area. The site is 300m from Hengrove Leisure Park, 940m from the nearest grocery and retail outlets at Imperial Park and 870m from Asda in Hengrove. The nearest GP is at Whichchurch

¹ All distances measured in a straight line

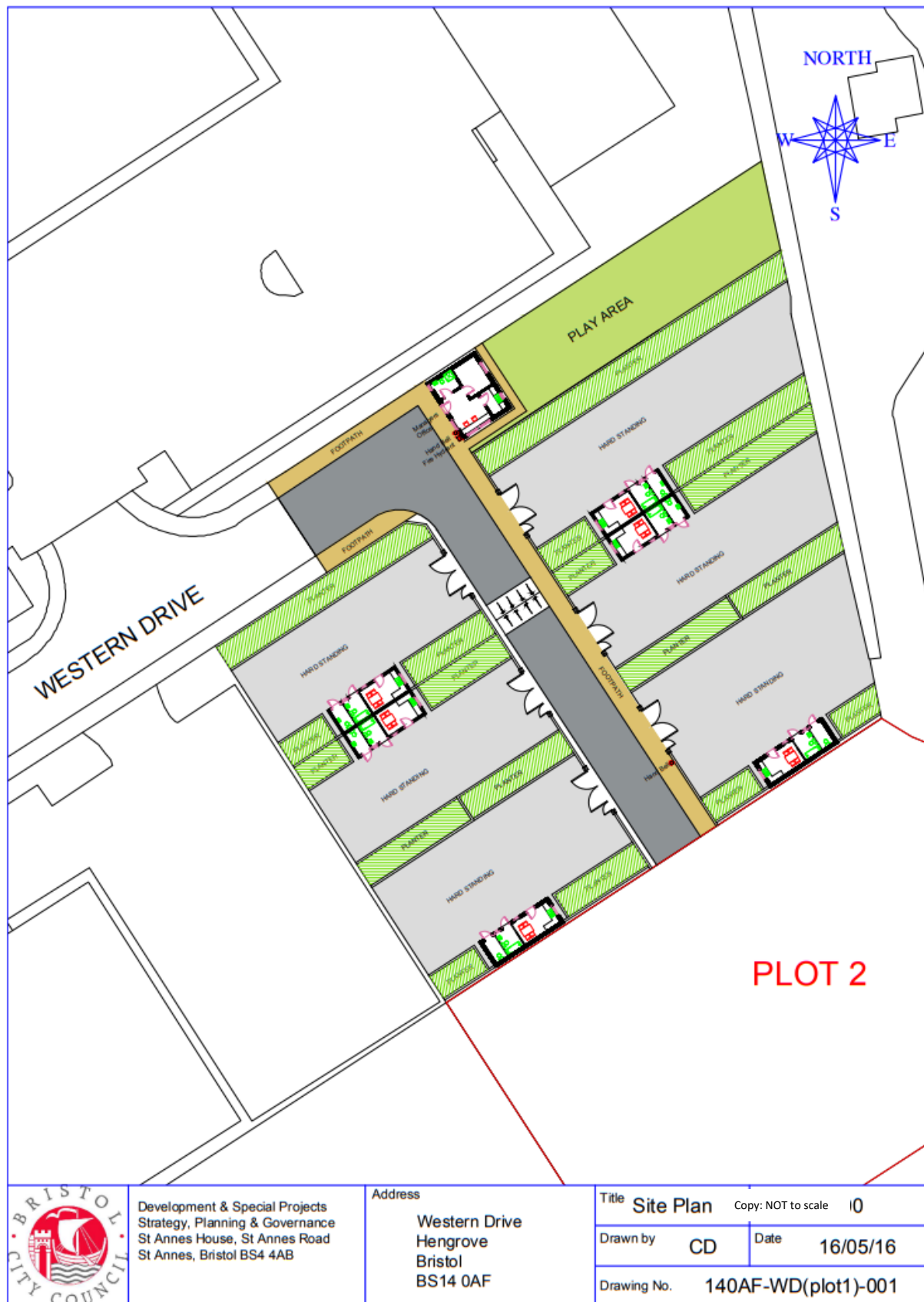
Health Centre, 880m away, with South Bristol Community Hospital 560m to the South. The site is a short walk from bus stops on the A4174 with direct routes into the city centre.

Accommodation area for Travellers.

The site was originally plotted as a potential Travellers site in May 2016 (see Appendix A2 below – original plans) with 6 pitches. Our current preferred provider, however, estimate that the site would fit 8 pitches if arranged differently. As the site is small, the manager's office shown on the old plan is not considered necessary nor is the play area as the site is next to a large park. All design and structure of the site would be set up in accordance with "Designing Gypsy and Traveller Sites - Good Practice Guide" (Department for Communities and Local Government, May 2008).

If built as a **Gypsy Traveller site**, each pitch would contain hardstanding for living vehicles and driving vehicles, a small area of planting, grass or garden and individual (semi-detached) amenities building containing shower room and toilet (combined or separate), kitchen/laundry room plumbed for a washing machine, sink and electric cooker and electric hook ups.

If built as a **Show Persons' site**, pitches would be similarly structured but without amenities buildings as "showmens' wagons" tend to be self-contained with their own facilities. A single shared services building could be considered following discussion.



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CENTRAL SAFETY SECTION RISK ASSESSMENT PROFORMA

Dept: Private Housing and Accessible Homes

Date of Assessment: 11/01/2023

Assessed by: Ian Bowen

Section: Gypsy Roma Traveller Team

Review dates (max 24 months) date one- 10/07/2023

date two- 15/01/2024

Provision of a permanent Gypsy and Traveller site SECTION 1

What is the Task/Activity or Workplace Environment You Are Assessing?	What Hazards Are Present or May Be Generated?	Who is affected or exposed to hazards?	What is the Potential Severity of Harm <i>(Risk Rating Matrix Table 1)?</i>	What Precautions are Already in Place to Either Eliminate or Reduce The Risk of an Accident Happening (Existing Controls)?	What is the Likelihood of harm occurring? <i>(Risk Rating Matrix Table 1)?</i>	What is The Risk Rating <i>(See Note Below & Risk Rating Matrix Table 2)</i>
Prior to Completion of site construction						
Costs higher than budget:	Project unviable does not proceed or cuts in quality / design	Preferred provider	Minor impact	Partnership with an experienced provider and employ contractors so that build is managed and monitored effectively. Grant agreement before entering contract Ask Homes England for more grant	Possible	Low Risk
Cannot recruit preferred provider in building and managing the site.	Project poorly managed, letting and management of the site including reduced income (rent).	BCC and prospective GRT site residents	Minor impact	Partnership with an experienced provider. Commence procurement of contractor process early.	Possible	Low Risk

CENTRAL SAFETY SECTION RISK ASSESSMENT PROFORMA

Dept: Private Housing and Accessible Homes

Date of Assessment: 11/01/2023

Assessed by: Ian Bowen

Section: Gypsy Roma Traveller Team

Review dates (max 24 months) date one- 10/07/2023

date two- 15/01/2024

Provision of a permanent Gypsy and Traveller site SECTION 1

Post Completion of site construction

The development of a new ethnic Gypsy and Traveller Site (consisting of 6 to 8 pitches). This will allow BCC to work towards its requirement set out by the GTAA 2020.	Need, demand, let-ability – cannot let at affordable rents. Loss of rent, voids, Project no longer viable, makes a loss which would impact the 'preferred provider'.	BCC, site management staff and prospective GRT site residents	Minor impact	High demand already established, help community access lettings	Improbable	No Significant Risk
Management of Traveller site	Contractors not willing to attend site.	Site residents community impact if work not completed beyond site boundary).	Low impact	Appoint experienced management partner to take responsibility for site. Management partner's contracts will require attendance, and incorporate risk management strategies, e.g. work in pairs. Contractors will be expected to attend Traveller Cultural Awareness training.	Improbable	No Significant Risk
	Impact of uncontrolled/inappropriate pets/animals	Site residents Local community	Minor injury	Appoint experienced management partner to take responsibility for site. Robust Pet/Animal Policy will be in place. Regular site inspections to ensure Policy being adhered to.	Possible	Low Risk

CENTRAL SAFETY SECTION RISK ASSESSMENT PROFORMA

Dept: Private Housing and Accessible Homes

Date of Assessment: 11/01/2023

Assessed by: Ian Bowen

Section: Gypsy Roma Traveller Team

Review dates (max 24 months) date one- 10/07/2023

date two- 15/01/2024

Provision of a permanent Gypsy and Traveller site

SECTION 1

	Community cohesion adversely affected by presence of Traveller Site, including prejudice against Travellers escalating into ASB.	Site residents	Minor risk	Development process to include public and business consultations Travellers and other stakeholders to be involved in community liaison during development phase. Management partner available to respond to queries/concerns about running of the site.	Possible	Low Risk
Page 25	Local services unable to meet specific demands of site residents (e.g. Travellers known to engage less with mainstream education and have lower levels of literacy/numeracy than general population, higher rates of physical disability among Travellers etc).	Site residents Local community	Low risk	Cultural awareness training to be delivered to local services (can be arranged by management partner, BCC or outside agency). Mostly a case of challenging preconceptions	Possible	Low Risk

CENTRAL SAFETY SECTION RISK ASSESSMENT PROFORMA

Dept: Private Housing and Accessible Homes

Date of Assessment: 11/01/2023

Assessed by: Ian Bowen

Section: Gypsy Roma Traveller Team

Review dates (max 24 months) date one- 10/07/2023

date two- 15/01/2024

Provision of a permanent Gypsy and Traveller site SECTION 1

Page 26	Relationships on site are poor/deteriorate and lead to ASB	Site residents	Minor risk	Robust Allocation Policy drafted by BCC in consultation with management partners. Cultural awareness training incorporates difference between Traveller traditions. Proactive site management based around regular presence on site and proactive development and maintenance of relationships with all residents. Robust ASB Policy in place and enforced. Risk of ASB factored into site design, e.g. institutional design avoided etc.	Possible	Low Risk
	Unauthorised encampments on/around site lead to escalation in ASB	Site residents	Minor risk	Site 'secure by design' e.g. with extractable bollards on pitches etc. Management partner has experience with policies and practices in place relating to unauthorised encampments. Management partner treats residents as partners in maintaining site security. Early involvement of Police Gypsy and Traveller liaison	Possible	Low Risk

CENTRAL SAFETY SECTION RISK ASSESSMENT PROFORMA

Dept: Private Housing and Accessible Homes

Date of Assessment: 11/01/2023

Assessed by: Ian Bowen

Section: Gypsy Roma Traveller Team

Review dates (max 24 months) date one- 10/07/2023

date two- 15/01/2024

Provision of a permanent Gypsy and Traveller site SECTION 1

	Aggression directed towards site occupants.	Gypsies and Travellers looking to live on the proposed site.	Minor Injury	Working with relevant BCC teams in engaging local communities and raising awareness about GRT Cultures. Work with local schools and community resource hubs in raising awareness. Continue partnership with SARI and local beat officers in establishing regular surgeries so that prospective site residents can raise concerns and so that they can be tackled effectively.	Possible	Low Risk
Page 27	Road traffic hazards for site occupants (especially children) as busy main road adjacent site.	GRT site residents	Serious injury	These issues will be addressed during the site design process. This will include: - Directing pedestrian access out of the site - Inclusion on formal crossing point across A4174	Possible	Medium risk
	Injury from vehicles on site	Any site residents, site management staff, council officers and official or unofficial site visitors	Serious Injury	Site speed limit of 5mph set at all times for all vehicles on site. All living vehicles to be parked with a minimum of 6m space between them; this area becomes designated as a resident's pitch. All other vehicles owned by site residents to be parked within the confines of their pitch only. A Banksman should be used when reversing any large vehicles (ie: larger than a standard family car) and at all times when manoeuvring a towed vehicle.	Possible	Medium Risk

CENTRAL SAFETY SECTION RISK ASSESSMENT PROFORMA

Dept: Private Housing and Accessible Homes

Date of Assessment: 11/01/2023

Assessed by: Ian Bowen

Section: Gypsy Roma Traveller Team

Review dates (max 24 months) date one- 10/07/2023

date two- 15/01/2024

Provision of a permanent Gypsy and Traveller site SECTION 1

Page 28	Risk of injury from fire	As above	Serious injury	All living vehicles to be parked with a minimum of 6m space between them to provide a fire break. This spacing is in line with the following guidance: Designing Gypsy and Traveller Sites, Good Practice Guide (Department for Communities and Local Government, May 2008). Only two LPG cylinders are permitted for each living vehicle (one in use and one in reserve). These must always remain upright and be placed next to the living vehicle; any such LPG cylinders must be stored in compliance with relevant codes of practice and regulations. No liquid fuels (petrol, diesel, or any other liquid fuel) may be stored anywhere on the Site except within the normal vehicle fuel tanks for immediate road use. Additionally, a maximum of 5 litres of liquid fuel may be stored in a suitably designed container for use in generators. Site residents should not use outdoor fires, fire pits, braziers, chimineas, barbeques or similar	Possible	Medium Risk

CENTRAL SAFETY SECTION RISK ASSESSMENT PROFORMA

Dept: Private Housing and Accessible Homes

Date of Assessment: 11/01/2023

Assessed by: Ian Bowen

Section: Gypsy Roma Traveller Team

Review dates (max 24 months) date one- 10/07/2023

date two- 15/01/2024

Provision of a permanent Gypsy and Traveller site

SECTION 1

Page 29	Risk from lone working	Site management staff, council officers and official or unofficial site visitors	Minor injury	All staff attending sites must ensure that their lone worker training is up to date and their organisations policies around lone working are followed. Lone visits to site should only be carried out after prior agreement with a line manager or member of the workers team. Workers are not to attend sites without another team member knowing. Staff members should contact line manager/team member when their visit is complete. Lone site visits should only be carried out during the normal working week. In the rare instance where a visit has to be carried out outside of normal working hours (including weekends) relevant organisational policies should be followed. Staff must ensure that they have a working, charged mobile phone with them at all times during a lone site visit.	Possible	Low Risk
	Infection from Covid 19	Any site residents, site management staff, council officers and official or unofficial site visitors	Minor injury	The site will be subject to such Government restrictions such as Covid-19, as may be relevant at any given time.	Possible	Low Risk

NOTE: If the risk rating is either High, Very High, Medium or Low proceed to section 2. If the risk rating is No Significant Risk no further action is required.

Section 2 - ACTION PLAN

<u>What is the Hazard You Need to Control ?</u>	<u>What Additional Precautions do You Need to Either Eliminate the Risks or to Reduce the Risk to:</u> at Least the MEDIUM RISK RATING or Ideally the LOW RISK RATING .	<u>Who is Responsible For Implementing These Controls?</u>	<u>When Are These Controls to be Implemented (Date)?</u>	<u>When Were These Controls Implemented (Date)?</u>
	The above stated risks are all provisional prior to any agreement on a new permanent Gypsy Traveller site being established. Once a new site has been agreed, we will need to develop a more detailed risk assessment that can be combined with an action plan that can only be done when we have a more rounded understanding of how a new site has been designed and planned.			

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RISK RATING MATRIX
(Notes To Aid Completion Of The Risk Assessment Format)
Table 1

Potential Severity of Harm	Meaning	Likelihood of Harm	Meaning
Fatal/Major Injury	Death, major injuries or ill health causing long-term disability/absence from work.	High Likelihood	Occurs repeatedly / event only to be expected
Serious Injury	Injuries or ill health causing short-term disability/absence from work (over three days)	Possible	Moderate chance/could occur sometimes
Minor Injury	Injuries or ill health causing no significant long-term effects and no significant absence from work	Improbable	So unlikely that probability is close to zero

Table 2

Risk Rating - Degree of Injury by Likelihood/Probability			
	High Likelihood	Possible	Improbable
Fatal/Major Injury	Very High Risk	High Risk	Medium Risk
Serious Injury	High Risk	Medium Risk	Low Risk
Minor Injury	Medium Risk	Low Risk	No Significant Risk

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Table 3

Action Required : Key To Ranking	
High or Very High Risk	STOP ACTIVITY! Action MUST be taken as soon as possible to reduce the risks and before activity is allowed to continue.
Medium Risk	Implement all additional precautions that are not unreasonably costly or troublesome.
Low Risk	Implement any additional precautions that are not unreasonably costly or troublesome.
No Significant Risk	The risk is no more than is to be encountered in normal every day life.

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Equality Impact Assessment [version 2.9]



Title: Proposed permanent Gypsy Traveller or Show Person's site, Western Drive, Hengrove	
☐ Policy ☐ Strategy ☐ Function ☐ Service ☒ Other [please state] <i>Change of designation</i>	☒ New ☐ Already exists / review ☐ Changing
Directorate: Private Housing and Accessible Homes	Lead Officer name: Ian Bowen
Service Area: Gypsy Roma Traveller	Lead Officer role: GRT Service Coordinator

Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

Bristol City Council's Gypsy and Traveller Accommodation Assessment (GTAA) (2020) sets out the Council's responsibility to provide housing, in the form of caravan and motorhome pitches, to Gypsy Traveller and Show Persons communities and was compiled as part of a statutory requirement under section 225 of the Housing Act 2004. The assessment is informed by a full understanding of Gypsy and Traveller accommodation needs; this was completed in Bristol between August 2019 and January 2020 through a combination of desk-based research, stakeholder interviews and engagement with members of the travelling community living on all known sites, yards and encampments.

Within the GTAA, there is a requirement, agreed by Cabinet, to increase the total number of Gypsy Traveller pitches in Bristol as follows:

Need for Gypsy Traveller pitches to rise by an additional 24 permanent pitches by 2024, increasing to a total of 32 pitches by 2036.

Need for Show Persons pitches to rise by an additional 8 permanent pitches by 2024.

This proposal is to open a new permanent Gypsy Traveller site at Western Drive in Hengrove. The site could accommodate between 6 and 8 pitches depending on design. Each pitch would contain hardstanding for living vehicles and driving vehicles, a small area of planting, grass or garden and individual (semi-detached) amenities buildings containing shower room and toilet (combined or separate), kitchen/laundry room plumbed for a washing machine, sink and electric cooker and electric hook ups.

BCC will hand over the processes of planning and applying for grant funding to a preferred housing association who will then also plan and arrange all building works. The site, once completed, will be offered to ethnic English Romany Gypsy and Irish Travellers families to apply for permanent pitches, with these applications being processed by the GRT Team and then facilitated by the housing association.

The Western Drive site would be suitable for either Gypsy Travellers or Show People.

The site is off the A4174, Hengrove Way at the southern end of the main Bristol ring road. The A4174 is a busy trunk road through the city and cuts through a main commercial and industrial area allowing rapid access onto main roads out of the city. The Ring Road leads West and South to the A37, A38 and A370 towards Weston Super Mare, Burnham and Wells or East and North into Bath & North East Somerset, South Gloucestershire and the M4 and M5 motorways. The site itself is at the Northern end of the old airport and, as far as we are aware, has never been built on.

The Western Drive site covers 3,500 square miles (0.9 acres) of bramble and brush filled uneven land, currently inaccessible to vehicles. The wider area around the site is all flat and the site itself is partly raised by tipped soil and hardcore and a formed bank (rising no higher than 1.5m) across the entrance which was most likely put in place many years ago to prevent trespass. The site is fully fenced all round with secure metal fencing and sits at the end of a quiet and little used road. The South West and North West elevations of the site face the small Western Drive industrial estate, separated by secure fencing and brush, the North East elevation runs alongside a footpath entering Hengrove & Whitchurch Park from the A4174 and the South East elevation faces a small triangular copse containing some preserved trees.

The site can be accessed from Western Drive. There is a small turning area at the front on the site that is currently blocked off by bollards.

The proposed site is in the Hengrove & Whitchurch Park Ward, which is served by 3 Councillors: Cllr Andrew Brown, Cllr Sarah Classick and Cllr Tim Kent. It is 150m *[all distances measured in a straight line]* from the nearest residential properties (in Rowberrow, Alverstock and Penrose, Hengrove) and adjacent to an industrial estate. It is 650m from both of the two nearest primary schools (School of Christ The King Catholic Primary in Filwood Ward and Perry Court E-Act Academy in Hengrove & Whitchurch Park Ward), 1200m from the nearest secondary school (Oasis Academy John Williams) and in the Southern Links Children's Centre reach area. The site is 300m from Hengrove Leisure Park, 940m from the nearest grocery and retail outlets at Imperial Park and 870m from Asda in Hengrove. The nearest GP is at Whitchurch Health Centre, 880m away, with South Bristol Community Hospital 560m to the South. The site is a short walk from bus stops on the A4174 with direct routes into the city centre.

If built as a Gypsy Traveller site, each pitch would contain hardstanding for living vehicles and driving vehicles, a small area of planting, grass or garden and individual (semi-detached) amenities building containing shower room and toilet (combined or separate), kitchen/laundry room plumbed for a washing machine, sink and electric cooker and electric hook ups.

If built as a Show Persons' site, pitches would be similarly structured but without amenities buildings as "showmens' wagons" tend to be self-contained with their own facilities. A single shared services building could be considered following discussion.

1.2 Who will the proposal have the potential to affect?

☐ Bristol City Council workforce	☒ Service users	☒ The wider community
☐ Commissioned services	☐ City partners / Stakeholder organisations	
Additional comments:		

1.3 Will the proposal have an equality impact?

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

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

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

☒ **Yes** ☐ **No** [please select]

Gypsy Roma Traveller (GRT) groups are heavily underrepresented in all areas across the UK and have some of the worst outcomes for any group. They have the lowest educational attainment levels of any ethnic group in the country, the worst health outcomes of any group in the UK or Europe and have a life expectancy considerably lower than all other non GRT communities. There are insufficient pitches nationally to house the 28,000 Gypsy Traveller (GT) people who live permanently in caravans, trailers and camper vans and Bristol currently only has a quarter of the pitches that it should have as recommended by Government. Having additional pitches will allow the following:

- Provide a safe base for Travelling communities from which they can access education, health and social care services and in so doing, improve health, social, educational and financial outcomes for Travelling communities.
- Provide Gypsy Traveller and Show People with an address from which they can: register for a GP surgery, health visitors, dentistry, school and other services, register for benefits and provide a base from where they can access services. It will additionally allow them an address from which they can register to vote.
- Health and safety: Provision of fresh water and waste disposal. A site that provides basic amenities as well as allowing registration with health professionals will help demonstrate that the Council is doing all that it can to meet the basic needs of and social responsibilities towards all communities.
- Provide a safe environment away from the side of the highway.
- Provide a safe location from which they cannot be subject to movement as stipulated within the Police, Crime, Sentencing and Courts Act, 2022.
- To reduce the isolation felt by Travelling communities.
- Reduction in numbers of unauthorised encampments of Gypsy Travellers across the city.
- Providing a self-supportive environment and a place where services can come to support people with mental ill health and substance misuse issues.
- Reduce safeguarding risk issues to vulnerable adults, children and young people.
- To lessen the number of complaints received from members of the public about unauthorised encampments.
- Demonstrate that BCC is committed to supporting vulnerable people.

Step 2: What information do we have?

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

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

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

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

For workforce / management of change proposals you will need to look at the diversity of the affected teams using available evidence such as [HR Analytics: Power BI Reports \(sharepoint.com\)](#) which shows the diversity profile of council teams and service areas. Identify any over or under representation compared with Bristol economically

active citizens for different characteristics. Additional sources of useful workforce evidence include the [Employee Staff Survey Report](#) and [Stress Risk Assessment Form](#)

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
BCC (May 2020) Gypsy Traveller Accommodation Assessment (GTAA), BCC.	This report discusses Traveller groups that come under a definition of ethnic Travellers as well as those who come under the Planning Policy definition of “traveller” within the Planning Policy for Traveller Sites (PPTS) (2015). The GTAA provides information on Gypsy, Traveller & Travelling Show People Sites & Population within the city.
Cromarty, H. (2019) Briefing Paper – Gypsies and Travellers. House of Commons Library, Number 08083, 9 May 2019: London	This House of Commons paper provides a comprehensive study exploring the disadvantages faced by Gypsy and Traveller groups in the UK, including sections on: 1. Who are Gypsies and Travellers? 2. Inequalities experienced by Gypsies and Travellers 3. Racial discrimination 4. Hate crime 5. Accommodation 6. Planning 7. Unauthorised encampments and developments 8. Health 9. Education 10. Employment and training 11. Benefits and tax credits 12. Criminal justice system
Communities and Local Government. (2008) Designing Gypsy and Traveller Sites: Good Practice Guide. Department for Communities and Local Government: London.	This document sets out good practice guidance in designing new Gypsy Traveller site provision and will be used as the model for any future site design in Bristol. As the document states: <i>The Government believes that everyone should have the opportunity of a decent home. Decent homes are a key element of any thriving, sustainable community. This is true for the settled and Gypsy and Traveller communities alike.</i>
Quality of Life in Bristol Survey 2021-22	The Quality of Life (QoL) survey provides an annual snapshot of the quality of life in Bristol using a wide range of indicators. In the last survey 65% of respondents living in Hengrove and Whitchurch Park agreed that people from different backgrounds on well together in their neighbourhood, compared to 70% average for Bristol overall. 42.6% in the Ward felt that anti-social behaviour was a problem locally, which is broadly comparable with the city’s 38.5% average. Overall respondents in Bristol who are disabled, minority ethnic, or living in the most deprived areas of the city are more likely to find anti-social behaviour a problem.
Additional comments:	

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

☒ Age	☒ Disability	☐ Gender Reassignment
☐ Marriage and Civil Partnership	☒ Pregnancy/Maternity	☐ Race
☐ Religion or Belief	☒ Sex	☐ Sexual Orientation

2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps, then state this clearly with a justification.

For workforce related proposals all relevant characteristics may not be included in HR diversity reporting (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require an action to address under-reporting.

We are aware that the vast majority of Gypsy Travellers (GT) in the UK are White people who operate within a patriarchal society. We are further aware that they are the least tolerated minority group in Northern Europe with 58% of UK Travellers stating that they have been a victim of hate crime at some stage.

Travellers are known to marry and start families much younger than the general population with a larger mean number of children. More information is needed around sexual orientation; being anything other than straight/heterosexual has, in the past, not been accepted within communities and individuals report that it can be difficult to come out and be open within Traveller culture and yet still be accepted.

2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this had been of Bristol's diverse communities. See <https://www.bristol.gov.uk/people-communities/equalities-groups>.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to [Managing change or restructure \(sharepoint.com\)](#) for advice on consulting with employees etc. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups and trades unions as well as affected staff.

The GRT Team work closely with a number of individuals, families and the limited number of representative groups that are available for Gypsy Travellers in the city – this is mainly GR8T+, facilitated by SARI and VOSCUR. The GRT Team commission SARI to provide a GRT Community Development Officer to work one day a week alongside the team. Coming from an outside, independent, voluntary organisation, this person is able to develop connection with some Gypsy Travellers who might otherwise be hard to access. We also work closely with our equivalents from neighbouring Authorities and across the UK.

2.5 How will engagement with stakeholders continue?

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

As a team, the GRT Team will continue to engage with as many Gypsy Travellers as possible. Working alongside our partners in the police and Health, we continue to foster new relationships with new groups as well as reaching out personally to individuals wherever possible.

Step 3: Who might the proposal impact?

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

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

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

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

GENERAL COMMENTS (highlight any potential issues that might impact all or many groups)	
We have not identified any significant negative impacts from the proposal. However we are aware of significant existing disparities for Gypsy Travellers which we will aim to mitigate where possible. There is 62% illiteracy amongst GT adults. Health across children and adults is generally poor, with a shorter life expectancy, even after adjusting for socio-economic status, with a life expectancy of 10 to 20 years lower than the general population. There are high levels of imprisonment – less than 1% of the UK population are GT and yet they represent 5% of the prison population. Deaths from respiratory diseases, cardiovascular diseases and suicides are more markedly increased in GTs compared to the general population. Levels of Domestic Abuse within the Traveller communities are nearly twice as high as in non-traveller (62% as opposed to 33%). We are also aware that the setting up of any new site may be resisted from the local non Gypsy Traveller population. In some instances, this is due to anti-Gypsyism, but there is also a fear of the unknown and a fear that sites could lead to an increase in unauthorised encampments in the local area.	
PROTECTED CHARACTERISTICS	
Age: Young People	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	Gypsy Traveller families have a higher mean average number of children to non-travellers (4.3 compared to 2.6). GT children are amongst the lowest performing groups in terms of achievement and engagement at school. 55% of GT pupils are eligible for free school meals (compared with 26% of children generally within Bristol), are twice more likely than any other groups to be excluded from primary school and four times more likely to be excluded in secondary school.
Mitigations:	The establishment of a new site would lead to a more positive impact on the safety of children and young people. See above re. proximity to local primary and secondary schools.
Age: Older People	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	Accommodation is a crucial issue for older Gypsy Travellers, and difficulties in this area have a great impact upon health and wellbeing ¹ .
Mitigations:	A permanent base will allow better and more consistent access to local services and carers support opportunities
Disability	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	Despite the constraints of living in a caravan, there are many Travellers with physical disabilities who live in trailers.
Mitigations:	Having a site on flat, level ground with access to facilities and the security of not having to constantly move would provide an environment that enables them to live comfortably as opposed to unauthorised encampments that lack security and may be subject to constant movement and pressures from local residents, vehicle traffic and passing foot traffic.
Sex	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒

¹ [working with older gypsies and travellers.pdf \(nationalgypsyt Travellerfederation.org\)](https://nationalgypsyt Travellerfederation.org)

Potential impacts:	
Mitigations:	Generally speaking, we have found a relatively even number of male and female Gypsy Travellers accessing the city.
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	Gypsy Travellers who have come out as anything other than straight/heterosexual have often stated that they feel outcast and isolated from their familial groups as a result. If they came out while living on a permanent site, they may not feel able to safely remain in that location.
Mitigations:	Whilst outside the scope of this specific proposal, we commission SARI to provide a GRT Community Development Officer, and where we are aware any harassment is specifically on the grounds of disability, sex, race or ethnicity, religion or belief, sexual orientation, gender identity or gender expression, then this will be reported and recorded as appropriate. We will always take the impact of hate motivated abuse seriously and signpost victims to Bristol Hate Crime and Discrimination Services for support. https://www.bhcds.org.uk/report
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	Gypsy Travellers are known to generally marry and start families younger than in non-travelling communities, often while they are travelling
Mitigations:	Being able to live on a permanent site will allow expectant women and mothers of younger children a safe place from which to access consistent services such as midwives, GPs and health visitors.
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	As Sexual Orientation above Trans people may be outcast and isolated in GT communities.
Mitigations:	As Sexual Orientation above
Race	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	As above – there is a risk that setting up of any new site may be resisted from the local non Gypsy Traveller population due to anti-Gypsyism, prejudice and lack of understanding.
Mitigations:	
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	Gypsy Travellers are amongst the poorest ethnic groups within the UK with some of the worst employment opportunities.
Mitigations:	Having a permanent site will allow a fixed address which in turn makes applying for work and/or benefits easier.
Carers	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	Gypsy Travellers have higher numbers of carers for dependent relative(s) with chronic illness or disability than non-travellers (16% compared to 8%)
Mitigations:	A permanent base will allow better and more consistent access to local services and carers support opportunities
Other groups [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	
Mitigations:	

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

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

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

The proposal will aim to advance equality of opportunity for GT people who are protected in the Equality Act 2010 under the characteristic of Race².

Step 4: Impact

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

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

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

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

There is the potential that a new permanent gypsy traveller site might be met with objection from within the pre-existing local community. In all instances we liaise closely with local elected members, Community Development and the Police over this, as well as liaising with SARI (the GRT Team commission SARI to provide a GRT Community Development Officer to work one day a week alongside the team).

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

The presence of the site can bring a new use to an abandoned area of land, bring a different diversity into the area and can hopefully develop and new and strengthened community in the area that incorporates the new site.

4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale

4.3 How will the impact of your proposal and actions be measured?

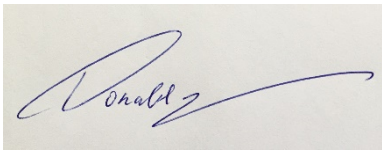
How will you know if you have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective your approach is still appropriate.

Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities

² English and Welsh Romany Gypsies and Scottish Travellers were recognised as a distinct ethnic group within the Race Relations Act 1976 following the case of Commission for Racial Equality v Dutton [1989]. Irish Travellers were established as an ethnic group within The Race Relations (Amendment) Act 2000. This legislation has now been replaced by the Equality Act 2010.

impact of the proposal. Please seek feedback and review from the Equality and Inclusion Team before requesting sign off from your Director³.

Equality and Inclusion Team Review: <i>Reviewed by Equality and Inclusion Team</i>	Director Sign-Off: Director Housing and Landlord Services 
Date: 13/5/2022	Date: 11/01/2023

³ Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.

Eco Impact Checklist

Title of report: Proposed permanent Gypsy Traveller site at Western Drive in Hengrove				
Report author: Ian Bowen				
Anticipated date of key decision: 7 February 2023				
Summary of proposals:				
Will the proposal impact on...	Yes/ No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	-ve	The construction of the site will involve the inclusion of concrete pads on which to park caravans and campervans. Conventional concrete has high embodied emissions, but alternative options are available. There is an estimated 69 tonnes of carbon dioxide locked up in the trees and scrub currently occupying the site, so clearing this will likely cause the loss of this to the atmosphere.	We will explore the use of Low carbon cement, BioBasedBricks, and robust soil matrices such as grasscrete as alternatives over concrete slabs. Unlike existing sites where the whole site area is covered in a concrete bed, this small site will be made up of individual, separate pitches which are separated by planting of shrubs and maturing trees. We currently envisage the 0.85 acre site to be built with sufficient and suitable trees so as to eventually create a canopy of cover that provides shade to pitches and offsets the use of concrete. We make a commitment to evaluate alternatives to conventional concrete hardstanding and will be using modern methods of construction (MMC) as a way to help mitigate omissions.
Bristol's resilience to the effects of climate change?	No			The site is unlikely to be affected by either flooding or overheating

Consumption of non-renewable resources?	Yes	-ve	The construction of a new site will require the use of large amounts of concrete and other building materials which are generally non-renewable.	As part of the planning process and build contracts for the site, we will be insisting on the use of as many renewable construction materials as possible within the build process. Other similar sites elsewhere in the UK have seen the use of timber framed amenities buildings with “living” roofs which have proved attractive, come from renewable sources and have increased biodiversity on sites.
Production, recycling or disposal of waste	Yes	-ve	The new site will have between 6 and 8 pitches for permanent use by different families and so could provide homes for as many as 40 adults and children. This will impact on waste. The construction of the site will produce some construction waste.	The site will be provided with waste and recycling facilities in line with other bricks and mortar housing options. We hope to mitigate construction waste by using modern methods of construction (MMC).
The appearance of the city?	Yes	+ve	The site is currently disused wasteland and has been for the last 20+ years. It is not overlooked by any buildings or people.	By redeveloping the site, we can rejuvenate an abandoned area into one full of life and vitality. Removing the current scrub and replacing with managed planting will visually improve the area and bring added value to the land. For the city as a whole, having additional permanent pitch space for Gypsy Travellers not only helps us work towards meeting our

				requirements under section 225 of the Housing Act 2004, but also enhances our reputation as a city of sanctuary.
Pollution to land, water, or air?	No			
Wildlife and habitats?	Yes	+ve	Because the site has been left alone for so long, it has started to change into woodland edge habitat for at least 20 years, which means that biodiversity will be fairly good (although an ecological survey would be needed to be sure). The redevelopment of the site, for any purpose, is very likely to reduce biodiversity on the site.	We would make a commitment to having an ecological survey to establish what biodiversity would be lost and how much biodiversity mitigation might be possible through the green roof, planting schemes, etc. Adding managed planting of shrubs and maturing trees, combined with living roofs on all amenity's buildings will provide an immediate habitat for insects, butterflies and birds. Biodiversity of the site should increase as the trees mature.
Consulted with:				
<u>Summary of impacts and Mitigation - to go into the main Cabinet/ Council Report</u>				
The significant impacts of this proposal are the development of a waste ground site with the addition of concrete hardstanding for vehicles, amenities buildings for pitches and a permanent occupancy of the site which will bring with it associated waste. The proposals include the following measures to mitigate the impacts: planned and managed planting of maturing trees, shrubs and garden areas for individual pitches, building constructed from renewable resources and with living roofs. We will make the commitment to having an ecological survey to establish what biodiversity would be lost and how much biodiversity mitigation might be possible through the green roof, planting schemes, etc. Planting could help screen noise (if needed) from the neighbouring sites, provide shade				

for parked vehicles (eventually) in the summer and mitigate biodiversity loss.	
Checklist completed by:	
Name:	Ian Bowen
Dept.:	Private Housing and Accessible Homes
Extension:	07469 413134
Date:	20/01/2023
Verified by Environmental Performance Team	Giles Liddell, Project Manager – Environmental



Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 07 February 2023

TITLE	Bristol Heat Pump Ready Project		
Ward(s)	Westbury-on-Trym		
Author:	Alex Minshull	Job title: Sustainable City and Climate Change Manager	
Cabinet lead:	Councillor Kye Dudd, Cabinet Member for Climate, Ecology, Energy and Waste	Executive Director lead: Stephen Peacock, Executive Director Growth and Regeneration and Chief Executive	
Proposal origin: <i>BCC Staff</i>			
Decision maker: <i>Cabinet Member</i> Decision forum: <i>Cabinet</i>			
Purpose of Report: To note the submission of a bid for funding to the Department of Business, Energy and Industrial Strategy (BEIS) to increase the installation of heat pumps in Bristol and seek authority to implement the project on successful grant award.			
Evidence Base: 1. The City Council is working with partners to help achieve the goals of the One City Climate Strategy 2020. This action is set out in the BCC Climate Emergency Action Plan. A key area of activity is the replacement of gas heating in homes with heat pumps and to ensure households are able to access consistent high quality heat pump installations. 2. BEIS is funding the Heat Pump Ready Programme with the aim to support the development and demonstration of heat pump technologies and tools; and solutions for the optimised deployment of heat pumps. 3. Funded by BEIS and working with local organisations and community groups, the council undertook a six-month design and feasibility study on how to install heat pumps at high density. This factored in community engagement requirements, supply chain capacity, and ensuring excellent installation quality and long-term performance. 4. Westbury on Trym was chosen as the location for the pilot because of the: • Suitability of homes for heat pumps • Prevalence of households who would be able to contribute towards the cost of installation • Presence of Sustainable Westbury on Trym who had already begun engagement around heat pumps with residents • Area having some larger than average house sizes with higher than average gas consumption, therefore, potentially providing the biggest impact per household on carbon reduction. 5. There is strong demand within the community for projects to support the adoption of low carbon technologies. Sustainable Westbury On Trym have been central to the development of the project having previously undertaken engagement within the community around interest in heat pumps. 6. Bristol City Leap will be an observer and adviser in the project and will look to maximise any learning so it can be used to support the deployment at scale of heat pumps in the future.			

Cabinet Member/Officer Recommendations:

That Cabinet:

1. Note that Bristol City Council has submitted a proposal to the Department of Business, Energy and Industrial Strategy (BEIS) to implement a project to increase the installation of heat pumps in Bristol set out in Appendix A and the outcome of this is not yet known.
2. Authorise the Executive Director of Growth and Regeneration in consultation with the Cabinet Member Climate, Ecology, Energy and Waste; and S151 Officer, to, if successful, take all steps required to enter into contract with BEIS to accept and spend the funding of up to £3.3m (including procuring and awarding contracts over £500k) to implement the project as set out in proposals to BEIS and to make any amendments to the project as necessary for successful delivery.

Corporate Strategy Alignment:

The programme is focused on achieving the priority of ENV1 Carbon Neutral.

City Benefits:

1. Decarbonising the heating of up to 200 homes. Whilst this will lead to small reductions in the city's carbon emissions it will increase the knowledge and capability of the city to implement the heat pump goals of the One City Climate Strategy.
2. Creating new skills and jobs within the local supply chain heat pump installation and associated activities sector.
3. Increasing public understanding of heat pump technology to increase long term rate of uptake.

Consultation Details:

1. The project has been developed in partnership with community organisation Sustainable Westbury on Trym including workshops with residents.
2. Local city partners CSE and The Green Register have shaped the project whilst input has been received through an advisory group formed of local installers and wider supply chain.

Background Documents:

- The [One City Climate Strategy](#)
- [BCC Climate Emergency Action Plan](#)
- Full funding bid to BEIS
- Heat Pump Ready Phase 1 outputs presentation

Revenue Cost	New Costs Up to £3.3m	Source of Revenue Funding	BEIS Heat Pump Ready Innovation Grant if successful
Capital Cost	£ N/A	Source of Capital Funding	N/A
One off cost ☒ Ongoing cost ☐ Saving Proposal ☐ Income generation proposal ☐			

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

The report seeks approval from Cabinet to accept (if successful) the funding of £3.3m from the Department of Business, Energy and Industrial Strategy for the delivery of Heat Pump in 200 Homes in Bristol within a period of 2 years. The funding covers various aspects of setting up this innovative project with an aim to establish structure that enable subsequent roll-out to a wider customer base, including the Councils costs, Customer & supply chain management, and the costs of switching from Boiler to heat pumps.

The grant award/conditions do not require match-funding from the Council and the heat pump implementation will

be funded by both the grant from BEIS and funding from homeowners. Homeowner will be responsible for making the final decision but will benefit from grouped purchasing power from the suppliers, and a preliminary survey which will identify the best options for individual homes.

The Council will be required to deliver the expected outputs and will ensure that this responsibility and risk is transferred to all delivery partners. All sub-contractors will operate on a fixed price contract, thus, removing the risk of cost overrun from the Council. As a result, there will be no adverse financial impact on council budgets in accepting this funding.

Table 1 below show a summarised spending plan of the £3.3m that will be delegated (subject to Cabinet approval):

Table 1

Cost Summary	Amount	%
Project management	252,464	7.6%
Infrastructure	1,019,325	30.60%
Supply Chain & Customer Management	1,014,800	30.50%
Financial Support	1,045,000	31.40%
Total	3,331,589	

Finance Business Partner: Kayode Olagundoye, Interim Finance Business Partner for Growth and Regeneration, 24th January 2023.

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

Legal Team Leader: Husinara Jones, Team Manager/Solicitor 10 January 2023

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

IT Team Leader: Alex Simpson – Senior Solution Architect 6 January 2023

4. HR Advice: The project will involve existing BCC staff and their costs will be met fully from the project. There will be no need to recruit additional staff. Any changes in staff roles will be agreed with the individuals involved.

HR Partner: Celia Williams - HR Business Partner 11 January 2023

EDM Sign-off	G&R EDM	14 December 2022
Cabinet Member sign-off	Councillor Kye Dudd, Cabinet Member for Climate, Ecology, Energy and Waste	12 December 2022
For Key Decisions - Mayor's Office sign-off	Mayor's Office	9 January 2023

Appendix A – Further essential background / detail on the proposal Project Summary	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities impact assessment of proposal	YES

Appendix F – Eco-impact impact assessment of proposal	YES
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

Appendix A1: Summary of Bristol Heat Pump Ready Innovation Project

Key information:

Project Funders: Department for Business, Energy and Industrial Strategy

Responsible Service: Economy of Place, Sustainable City and Climate Change Service

Start/Finish Date: January 2023 - January 2025

Budget: Up to £3.3m total value

Sub-Contractors: Bristol City Council (Lead), Buro Happold, Centre for Sustainable Energy, The Green Register, Veritherm, Build Test Solutions

Objective of the BEIS Heat Pump Ready Programme:

- Develop and trial solutions and methodologies for the optimised deployment of domestic heat pumps, at high-density, in the UK.
- Install heat pumps in 25% of homes on one or more electricity feeders – for example this is roughly 25 out of 100 homes in a couple of neighbouring streets.
- Target owner-occupiers in on-gas grid homes.
- £5k grant funding available per heat pump install and homeowner needs to fund the rest of the total cost.

Summary of Bristol's project:

“Bristol Heat Pump Ready” is a collaborative initiative with Bristol City Council, Buro Happold, Centre for Sustainable Energy, The Green Register and technology companies Build Test Solutions and Veritherm to develop a UK wide approach to stimulated mass uptake of heat pumps and deliver on our national carbon targets, but with a local focus.

The City of Bristol is a leader in UK climate action. Building on this momentum the project will focus on working with local communities and supply chain to develop a cohesive approach that will ensure consumers are fully supported in the transition to low carbon heat.

The outputs will ensure affordability, quality and confidence. It will develop a service model which is fully replicable UK-wide. New approaches to establishing the right product for the right home will be developed. Innovative planning using the latest in digital twin technology will help enable our electricity networks to be readied for the transition to a zero carbon future. New methods of training will be developed to encourage and support the development of a skilled workforce in the supply chain

which will create jobs. Community engagement will be at the heart of our approach bringing the industry to the consumer and ensuring consumers have everything they need to make the decisions they need to, in decarbonising their homes.

Key project objectives:

1. Understanding the community and developing a strong interest in heat pumps
2. Ensuring households have a really great service and high quality of HP install
3. Generating a cohort of skilled local installers
4. Minimising the impact of heat pumps on the electricity network

Westbury-on-Trym has been chosen as the target location because:

- This is outside likely future heat network zones
- A good proportion of households are likely to be able to make a significant contribution to the total cost of installation,
- The population are engaged in sustainability issues with an active sustainability group making engagement easier and uptake more likely.
- Housing stock is larger (semi-detached and detached) meaning there is likely space to install heat pumps in gardens and hot water tanks inside the home.
- The homes in this area have higher than average energy use so will enable a strong contribution per household to decarbonisation targets

Project plan:

- Use Buro Happold's digital twin to map out project area and target specific clusters of homes for engagement.
- Train up supply chain to survey homes for a heat pump and build a hub of vetted heat pump installers.
- Engage with the community through heat pump drop in sessions and open homes events with heat pumps.
- Interested residents complete an EOI and receive a follow up screening call.
- ~280 residents continue to get a heavily discounted survey of their property to establish whether insulation is needed and this enables the design of an efficient heat pump system.
- ~200 residents continue to heat pump installation. Installations take place in Jan – Nov 2024.

- **NOTE:** To progress to installation stage, BEIS need appropriate reassurance that we will install heat pumps in 25% of homes on each electricity distribution feeder that we are targeting. If we are not successful we will support households to get funding via the publicly available Boiler Upgrade Scheme. However there is no risk of clawback if we do not meet this target.

Key outcomes/benefits:

- Decarbonising the heating of up to 200 high energy using homes in the city. The project will lead to small reductions in the city's carbon emissions but more importantly will increase the knowledge and capability of the city to implement the heat pump goals of the One City Climate Strategy.
- Creating new skills and jobs within the local supply chain heat pump installation and associated activities sector.
- Providing planning tools to deploy heat pumps in areas of the city not planned to be covered by the heat network expansion.
- Supporting community organisations to deliver on their priorities around heat decarbonisation.
- Generating trust in heat pumps that can lead to greater uptake.
- Engaging communities in the design of the programme to ensure it meets the needs of all citizens.
- A methodology for delivering a greater number of heat pumps in the city that is self-sustaining through bulk-buy discounts on heat pump equipment.
- A model for a supply chain hub that champions best practice in building retrofit and heat pump install and grows the local supply chain.
- Longer term, through City Leap there are plans in place to decarbonise the housing stock via heat pumps so the project would provide a pathway to supporting that transition.
- If proved to be successful, the business model would be rolled out across the city for private housing stock and make a surplus that could be reinvested.
- Building trust in heat pump technology to increase long term rate of uptake.

Equality Impact Assessment [version 2.10]



Title: Heat Pump Ready Bristol	
☐ Policy ☐ Strategy ☐ Function ☐ Service ☒ Other Innovation Project	☒ New ☐ Already exists / review ☐ Changing
Directorate: Growth and Regeneration	Lead Officer name: Alex Minshull
Service Area: Sustainable City and Climate Change	Lead Officer role: Sustainable City and Climate Change Manager

Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

“Bristol Heat Pump Ready” is a collaborative initiative with Bristol City Council, Buro Happold, Centre for Sustainable Energy, The Green Register and technology companies Build Test Solutions and Veritherm to develop a UK wide approach to stimulated mass uptake of heat pumps and deliver on our national carbon targets, but with a local focus.

The City of Bristol is a leader in UK climate action. In 2018, Bristol was the first Local Authority to declare a climate emergency and has a goal to reach carbon neutrality by 2030. Building on this momentum the project will focus on working with local communities and supply chain to develop a cohesive approach that will ensure consumers are fully supported in the transition to low carbon heat.

The outputs will ensure affordability, quality and confidence. It will develop a service model which is fully replicable UK-wide and which leaves no one behind. New approaches to establishing the right product for the right home will be developed. New methods of training will be developed to encourage and support the development of a skilled workforce in the supply chain which will create jobs. Community engagement will be at the heart of our approach bringing the industry to the consumer and ensuring consumers have everything they need to make the decisions they need to, in decarbonising their homes.

The focus will be on the able to pay market and does not include social housing stock.

1.2 Who will the proposal have the potential to affect?

☐ Bristol City Council workforce	☐ Service users	☒ The wider community
☐ Commissioned services	☒ City partners / Stakeholder organisations	
Additional comments:		

1.3 Will the proposal have an equality impact?

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

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

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

☐ Yes ☒ No [please select]

The project is an innovation project focusing on testing a deployment method for delivering heat pumps at scale in Bristol. The initial target area is Westbury on Trym. This area was chosen as it has amongst the most suitable housing for adopting heat pumps and due to the existence of a proactive community group who have been developing work around heat pump deployment previously. The target population initially is the able to pay market due to the relatively high short term costs associated with installing a heat pump. The project is grant funded with a cost contribution to the installation paid for by the household. Participation is optional for households. It is regarded that the project will not adversely affect any protected characteristic group.

Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the [Equality and Inclusion Team](#) before requesting sign off from your Director¹.

Equality and Inclusion Team Review: <i>Reviewed by Equality and Inclusion Team</i>	Director Sign-Off: 
Date: 12/12/2022	Date: 16.1.2023

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

Eco Impact Checklist

Title of report: Bristol Heat Pump Ready Project				
Report author: Alex Minshull				
Anticipated date of key decision February 2023				
Summary of proposals: To accept a grant of £3.3m from the Department of Business, Energy and Industrial Strategy (BEIS) to deliver up to 200 Heat Pump Installations. Heat pumps to be installed in high density in Westbury-on-Trym.				
Will the proposal impact on...	Yes/No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	+ive	The project will install heat pumps in homes that are currently using gas boilers so will avoid greenhouse gas emissions from gas consumption. Heat pumps use a refrigerant which is a potent greenhouse gas and can leak from the systems. The benefit of removing natural gas as a heating fuel outweighs the impact of potential refrigerant leakage (see Impacts of Leakage from Refrigerants in Heat Pumps - Eunomia). The project aims to enable more widespread roll out of heat pumps across Bristol, expected to have a net positive effect on greenhouse gas emissions.	Only use heat pumps that use a refrigerant with a GWP of 675 or less (e.g. R32). Ensure householders are encouraged to keep their heat pump well maintained and dispose of the heat pump appropriately at the end of its life.
Bristol's resilience to the effects of climate change?	Yes	+ive	The project will be surveying and retrofitting homes primarily to reduce energy demand, but assessors will have	Heat pumps can offer cooling as well as heating although cooling is not a focus for the project.

			regard for overheating risk and can ensure solutions do not exacerbate this.	
Consumption of non-renewable resources?	Yes	-ive	Heat pumps and gas boilers are made of non-renewable resources.	Ensure householders are encouraged to dispose of the heat pump appropriately at the end of its life and the refrigerant is recycled. There is scope for the project to ensure that gas boilers removed are harvested for replacement parts.
Production, recycling or disposal of waste	Yes	-ive	Gas boilers will be replaced with heat pumps so gas boilers will need to be disposed of.	In conversation with a plumbing merchant to recycle any functioning gas boilers for use as replacement parts.
The appearance of the city?	No			
Pollution to land, water, or air?	Yes	+ive -ive	Avoiding NOx emissions from gas boilers. Heat pumps do generate some noise.	 New heat pump models are much quieter than older ones and we will encourage use of the quietest models.
Wildlife and habitats?	No			

Consulted with:

Summary of impacts and Mitigation - to go into the main Cabinet/ Council Report

The overwhelming positive impact of this proposal is that heating in 200 homes will be electrified and therefore present a significant carbon reduction for these homes compared to the gas boilers that will be replaced. The project will develop and demonstrate a methodology for more widespread heat pump rollout beyond the lifetime of the project and therefore even greater carbon savings. Negative impacts of less significance are the embodied carbon in heat pumps, the disposal of gas boilers that still function and potential leakage of high GWP refrigerant.

The proposals include the following measures to mitigate the impacts:

- Ensure householders are encouraged to dispose of the heat pump appropriately at

the end of its life and the refrigerant is recycled.

- In conversation with a plumbing merchant to recycle any functioning gas boilers for use as replacement parts.
- Only use heat pumps that use a refrigerant with a GWP of 675 or less (e.g. R32) and ensure householders are encouraged to keep their heat pump well maintained.

The net effects of the proposals are positive.

Checklist completed by:

Name:	Emily White
Dept.:	Climate Change team
Extension:	
Date:	08.12.2022
Verified by Environmental Performance Team	Daniel Shelton 09.12.2022

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 07 February 2023

TITLE	Filwood Broadway Framework – utilisation of funding		
Ward(s)	Filwood		
Author: Tim Midwood		Job title: Senior Housing Development Manager, Housing Delivery Service	
Cabinet lead: Councillor Tom Renhard – Cabinet Member Housing Delivery and Homes		Executive Director lead: Stephen Peacock – Executive Director Growth and Regeneration	
Proposal origin: BCC Staff			
Decision maker: Cabinet Member Decision forum: Cabinet			
Purpose of Report: 1. To seek Cabinet approval to utilise remaining funding from the Filwood Broadway Framework (Major Projects) towards critical public realm infrastructure in Filwood. The project will implement the Filwood Broadway Development Framework by transforming the local Highstreet and provides a catalyst for the wider regeneration of Filwood.			
Evidence Base: Introduction: 1. This new decision is essential to creating an impetus for change in Filwood. Following capacity challenges, recent progress of key priority Affordable Housing, community and commercial projects along Filwood Broadway present this as an opportunity to capitalise on the momentum of nearby development to create a significant area of regeneration in Filwood. The public realm improvements are well supported by the local community and are being brought forward in collaboration with members of the community through a series of events and workshops. Background: 1. In March 2012 Cabinet approved a Filwood Broadway Enhancement Paper which endorsed the Filwood Broadway Development Framework; authorised the ring fencing of capital receipts from land disposals from within the Development Framework area, with a project budget of £1.4m. Refer to Appendix A1 for this Cabinet Paper which incorporates the Filwood Broadway Development Framework. Whilst these funds have previously been approved and earmarked for use on the Filwood Broadway Public Realm, with approximately £100k already spent, given the time that has passed since the 2012 Cabinet decisions it is necessary to seek Cabinet approval for the utilisation of the remaining £1,259,811 currently within the budget. 2. In October 2012 Cabinet approved a Knowle West Regeneration Framework, including spatial plans and site proposals; and endorsed an investment plan, principles and programme delivery. The Framework area includes Filwood as well as the wider Knowle West area. 3. The aforementioned frameworks have been in place for some time, and the progression of projects within the			

area has been delayed, however there is now sufficient capacity in place to bring forward a number of projects in line with the approved Framework. This will positively contribute to the regeneration of Filwood and the surrounding area, and significant progress has recently been made on the various workstreams.

Other associated budgets and potential funding sources

4. In April 2022 Cabinet approved £705k of funding from the Filwood Capital Receipts Budget towards housing enabling infrastructure in Filwood. Up to £300k of this will provide a new MUGA for Filwood and floodlighting for the football pitches at Filwood Playing Fields. The remaining minimum of £405k has been allocated towards improvements to Filwood Broadway Public Realm, which is subject to an established project known as 'Re-Create Filwood'.
5. Filwood Broadway is one of nine local priority high streets that are to receive City Centre and High Streets Economic Recovery funding and £90k has been allocated toward the children's play area within the Broadway.
6. Bristol City Council are developing an Active Travel bid which is due to be submitted to the Department for Transport later in 2023. The bid may include the introduction of cycling and walking infrastructure throughout Filwood Broadway and therefore could support the Re-Create Filwood Public Realm Project.
7. Bristol City Council have been awarded £14.5m Levelling Up Fund (LUF) funding to regenerate Filwood Broadway by enabling additional homes, increasing community and commercial floorspace within a much greener and attractive environment. This bid will support the council's ambition to deliver extensive improvements to Filwood Broadway.

Re-Create Filwood Public Realm project:

8. The Filwood Broadway High Street is unattractive, in disrepair and greatly underutilised. Intervention is required to make the Broadway an attractive and welcoming place to visit, shop and spend time. Therefore, Bristol City Council together with local communities and stakeholders are working to bring forward an extensive area of public realm improvements, to include flexible community and events space, enhanced children's play space, new street furniture, accessibility improvements, new signage, public art, greening and interventions to reduce the dominance of vehicles within the Broadway.
9. Filwood is one of the most deprived wards in Bristol, where six of the nine Lower Super Output Areas are in the most deprived decile nationally (IMD, 2019). Filwood Broadway is within the top 1.5% most deprived areas in England, ranked the 477th most deprived LSOA (out of 32,844). This is a key driving force for the proposed interventions, where the overhaul of the public realm will create an inviting streetscape, which encourages footfall, enabling businesses to grow and creating a thriving 'welcoming heart of Filwood' (Filwood Broadway Framework).
10. There has been extensive community engagement on this project during the past year (see consultation section below) and construction is programmed to start in 2024. An indicative programme for the project is included in Appendix A6.
11. In collaboration with the community, the public realm has been designed to an advanced concept stage and is currently being considered within Quality Assurance Stage 2, see conceptual designs in Appendix A4. There will be a fourth and final co-design workshop, and following this a final, detailed design will be prepared by the Council's City Design Group in partnership with the Council's Engineering Design Group. The construction works will be tendered via the most appropriate contractor framework.
12. Bristol Council's City Design Group are experienced at working in collaboration with the community to deliver high quality public realm improvements. Recent success at the Arnside Road shopping area have revitalised the local high street, changing perceptions of the area and facilitating the wider regeneration of Southmead.
13. Due to the size of Filwood Broadway, the public realm improvements bare significant cost and it is proposed that quality materials are used where possible. A budget cost has been developed for the concept scheme in

accordance with current framework costs and the recent experience in Arnside. This is currently in excess of the available budget and City Design Group will be exploring options with the community for reducing the scope of the works whilst retaining the spirit of the design and their priorities for the scheme. A revised scheme focussing the improvement works on the northern more commercial end of the high street has been developed, see Appendix A4. However, BCC officers will continue efforts to ensure funding is secured for the full scheme, e.g. through the potential funding sources referred to within this paper.

Filwood Priority Change Projects:

14. The Public Realm improvement project will knit together key priority change projects located along Filwood Broadway, creating a significant area of regeneration. At present two of the priority change projects within the Filwood Broadway Development Framework are being brought forward and plans for a further two developments are progressing. Together these projects will provide a significant number of new homes, including affordable housing of various tenures; new commercial space, new community space including a new library, alongside the greatly enhanced public realm. The details of these priority change projects are as follows:
 - Site 1: the redevelopment of the former Filwood Broadway Cinema site by the Council's Housing Revenue Account (HRA) for 30 new affordable homes, commercial and community space. These proposals ref: 22/03536/FB, have been subject to extensive pre planning public consultation Planning consent was granted in January 2023 and development is expected to come forward soon.
 - Site 2: the redevelopment of the former Swimming Pool site at Filwood Broadway for 29 new homes. These proposals are being brought forward by LiveWest Registered Provider and are expected to be entirely affordable housing, and are subject to current full planning application 21/05652/F. It is expected that planning consent will be granted soon, and development will come forward thereafter.
 - Site 3: the redevelopment of the parade of shops and housing at 4-16 Filwood Broadway by the Council's Housing Revenue account (HRA), which is expected to deliver a number of affordable homes and commercial space.
 - Site 4: the redevelopment of the current Filwood Library site could provide a considerable number of new homes.

Additional Funding from Filwood Green Capital Receipt and Apportionment:

- In order to bolster the Filwood Broadway Public Realm budget, in April 2022 Cabinet approved up to £405k of the Filwood Green Capital Receipt Budget toward funding the ReCreate Filwood Public Realm. This will ensure high quality public realm improvement whilst assisting with viability and providing satisfactory contingency, in addition to the funding matters subject of this paper. See a breakdown of the apportionment of funding below:

Budget	Budget Allocation	Re-Create Filwood Public Realm
Filwood Capital Receipts £705,000	£300,000 Filwood MUGA and Floodlighting £405,000 Re-Create Filwood Public Realm	£405,000
Filwood Broadway Framework (Major Projects) £1,290,996	£1,259,811	£1,259,811
Total		£1,664,811

Conclusion:

15. Using the funds within the Filwood Broadway Framework (Major Projects) for the ReCreate Filwood Public Realm project will:
 - Ensure that there is funding available to implement the planned interventions required to regenerate Filwood Broadway and the surrounding area.
 - Enable extensive public realm improvements, which will stimulate the economic viability of the area

and enhance the local environment.

- Align with other priority change projects within Filwood Broadway, culminating to create a significant area for regeneration.

Cabinet Member / Officer Recommendations:

That Cabinet:

1. Note the previous Cabinet report and decisions taken in 2012.
2. Approve the use of the remaining funding from the Filwood Broadway Framework (major projects) budget toward the reinvigoration of the Filwood Broadway Public Realm as outlined in this report.
3. Authorise the Executive Director Growth and Regeneration, in consultation with the Cabinet Member for Housing Delivery and Homes, to allocate and spend funds from the Filwood Broadway Framework to the above project as outlined in this report, and to procure the necessary contracts for relevant works, goods or services (including any over £500k) within the budget envelope.

Corporate Strategy alignment:

1. Delivery of the public realm, within Filwood aligns with various Themes in the Corporate Strategy, particularly, 'Economy and Skills', 'Homes and Communities', 'Children and Young People' and 'Health, Care and Wellbeing'. Notably this key piece of infrastructure provision will support the Council's ambitions for regeneration within the Corporate Strategy and Local Plan, focusing on a place-based approach ensuring provision for jobs, quality places, improving connectivity, and concentrating on improving access to opportunity for communities experiencing long term deprivation, in addition to the new homes that are being brought forward.

City Benefits:

1. The public realm will be available to the entire community, and as such will contribute to an equitable society.
2. Facilities such as the enhanced children's play space, community and events space, provide the opportunity for increased outdoor and cultural activity leading to higher level of health and wellbeing.
3. Removing the dominance of cars on the Broadway and the inclusion of cycling infrastructure to support the Filwood Greenway, and will reduce car borne travel, promoting active travel and sustainability.
4. There will also be social value benefits to the community by ensuring inclusivity, and potential for reduced crime and anti-social behaviour as a result of increased facilities.
5. Additional trees and planting will increase urban biodiversity and improve wellbeing.

Consultation Details:

1. Bristol City Council Officers have conducted a substantial programme of engagement on the public realm proposals for Filwood Broadway, where key stakeholders and the wider community have co-designed the revitalised public realm through a marketplace survey, neighbourhood knowledge mapping and three community led design workshops. The recent attendance of Bristol City Officers at Knowle West Fest saw the public engage with augmented reality to visualise the proposed public realm improvements. These extensive engagement activities has ensured strong community support and allowed detailed designs to be developed which are now at an advanced stage.
2. Following a final co-design workshop, a formal public consultation on the proposed designs for Filwood Broadway public realm will be conducted and the final design determined.
3. Also of note is Council Officers' regular attendance at the Filwood Broadway Working Group meetings, and regular interaction with the Knowle West Alliance and Knowle West Regeneration Residents Planning Group. Significant time has been spent ensuring that proposed developments and regeneration opportunities align with the needs of the local community.
4. Filwood ward councillors and the relevant Lead Members of Cabinet are briefed on a regular basis, and this will continue.

Background Documents:

[March 2012 Cabinet Paper](#)

[October 2012 Cabinet Paper](#)

[April 2022 Cabinet Paper](#)

Please also see Appendices at the end of this report.

Revenue Cost	N/A	Source of Revenue Funding	N/A
Capital Cost	£1,259,811	Source of Capital Funding	Funding within existing capital budget
One off cost ☒ Ongoing cost ☐		Saving Proposal ☐	Income generation proposal ☐

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

1. Finance Advice: This report seeks approval to drawdown and spend capital receipts of £1.3 million from the Filwood Broadway Development Framework on the reinvigoration of the Filwood Broadway Public Realm. The total scheme cost of £1.7m includes amounts for contingency (30%) and inflation (20%). The balance (£0.4m) of the funding requirement will come from the “Filwood Green Capital Receipt” project, approved by Cabinet in April 2022.

This Capital project is likely to reduce the ongoing revenue maintenance cost as assets are refreshed, such as renewing footways, roads and play equipment. Some of the existing footways and concrete roads in Filwood Broadway are in poor condition, so this project will address these issues and reduce the associated revenue costs, providing a benefit to the wider Highways estate. Also, Parks service are already maintaining the play area and will continue to manage within the existing budget provision.

It is expected that any risks arising from costs overruns within this project would be minimal and managed within the planned capital budget.

Finance Business Partner: Archa Campbell, Housing & Landlord Services Interim Finance Manager, 15th December 2022

2. Legal Advice: The procurement process must be conducted in line with the 2015 Procurement Regulations and the Councils own procurement rules. Legal services will advise and assist officers with regard to the conduct of the procurement process and the resulting contractual arrangements.

Legal Team Leader: Husinara Jones, Team Manager/Solicitor, 6th December 2022

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

IT Team Leader: Alex Simpson, Senior Solution Architect, 18th November 2022

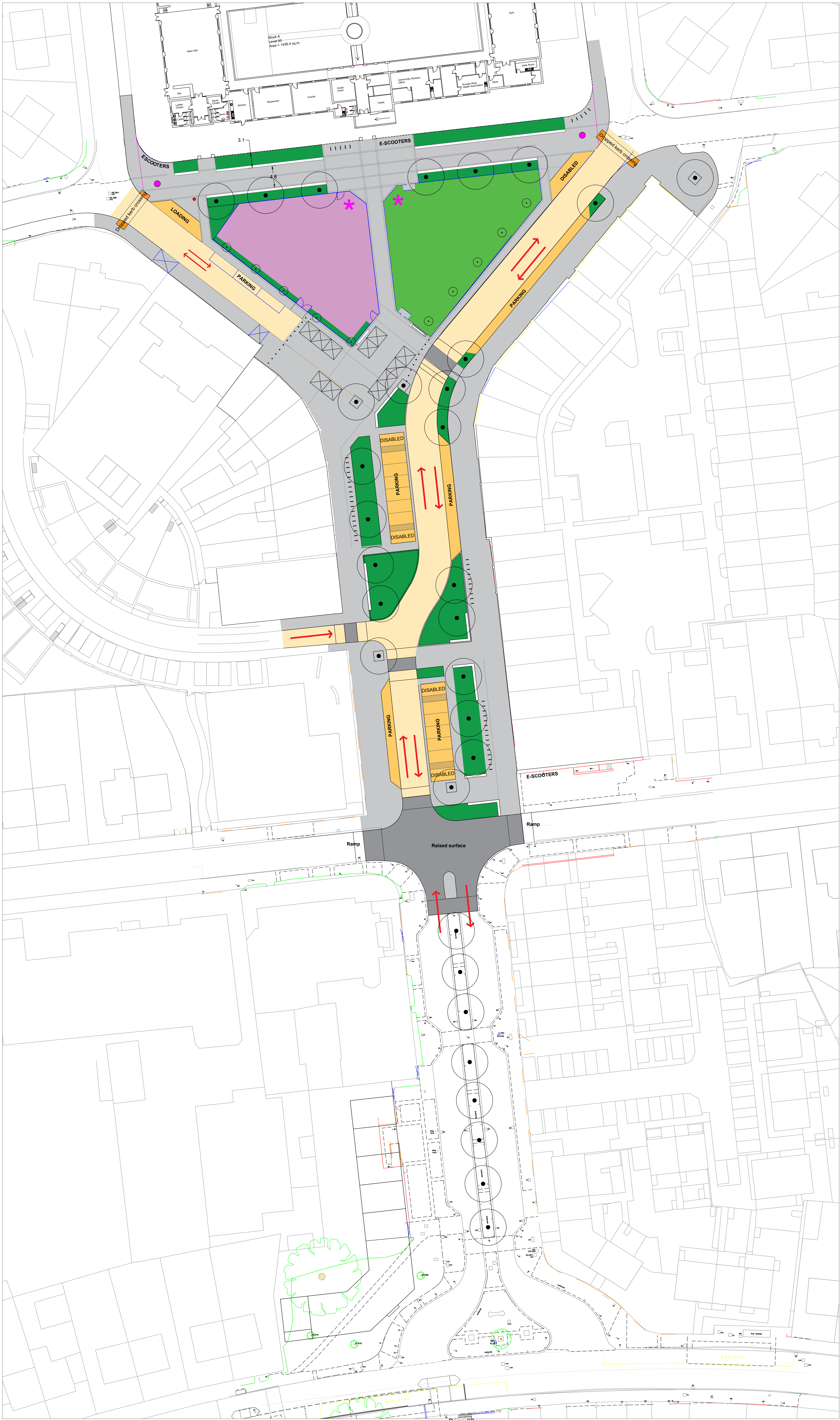
4. HR Advice: No HR implications are evident in these proposals

HR Partner: Chris Hather, HR Consultancy Manager, 4th November 2022

EDM Sign-off	Stephen Peacock, Executive Director Growth and Regeneration	21 September 2022
Cabinet Member sign-off	Cllr Tom Renhard, Cabinet Member Housing Delivery and Homes	11 October 2022 & 13 December 2022
For Key Decisions - Mayor's Office sign-off	Mayor's Office	9 January 2023

Appendix A – Further essential background / detail on the proposal Appendix A1 – March 2012 Cabinet Paper - Filwood Broadway Enhancement Appendix A2 – October 2012 Cabinet Paper - Knowle West Regeneration Framework	YES
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Appendix A3 – April 2022 Cabinet Paper - Funding for Housing Enabling Infrastructure in Filwood	
Appendix A4 - Re-Crete Filwood Public Realm conceptual co-designs	
Appendix A5 – indicative budget for Re-Crete Filwood Public Realm	
Appendix A6 – indicative programme for Re-Crete Filwood Public Realm	
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	YES
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	YES
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO



- Key
- Paving
 - Road carriageway with buff HFS
 - Designated off-road parking and loading bays
 - Raised table/crossings (level with paving)
 - Grass areas (670 sq m)
 - Shrubs and/or herbaceous planting
 - Play area (600 sq m)
 - Proposed large tree in paving
 - Proposed large tree in soft landscape
 - Proposed medium tree in soft landscape
 - Existing young tree to be retained in place or relocated nearby in soft landscape
 - Bow top fence
 - Knee rail with access barrier to deter motorcycles but allow wheelchairs to pass
 - Benches/seats
 - Direction of through traffic
 - Direction of traffic in and out of cul de sac
 - Relocated pillar box
 - Cycle racks
 - E-SCOOTERS
 - Area designated for parking E-Scooters
 - Typical 3m x 3m market canopy on market days (indicative temporary locations)
 - Bollards
 - Monolith signs/community noticeboards
 - Gateway feature/may incorporate performance space

C	Redesign of PR in front of Comm. Centre	06.01.23
B	Tree positions changed in rel to services	20.12.22
A	Multiple design changes	18.11.22
Rev	Description	Date
Client		
Bristol City Council		
Project Title		
Filwood Broadway Public Realm		
Drawing Title		
Reduced Scheme		
Information Status		
Preliminary Design		
Project / Draw No.	Revision	Scale
CDG-20-009-100 C		1:250@A0
Date	Drawn	Checked
11.11.22	CB	VW
City Hall College Green Bristol BS3 9FS		0117 922 3366 www.bristol.gov.uk/citydesigngroup citydesigngroup@bristol.gov.uk



City
Design
Group

Filwood Broadway public realm improvements

Preliminary budget estimate

Nov-22

Costings are based on similar works at Arnside and Bedminster Green. All quantities are preliminary and will change as the final design is agreed with the community.

Costings based on a reduced scheme:

Works are focussed at north end of the high street only, starting with a new speed table at junction of Hartcliffe Rd. No works other than tree replacement to be done south of existing speed ramp.

Basic standard paving materials are specified.

Substantial green areas and tree planting will be created but limited formal SuDs provision due to associated costs.

Play

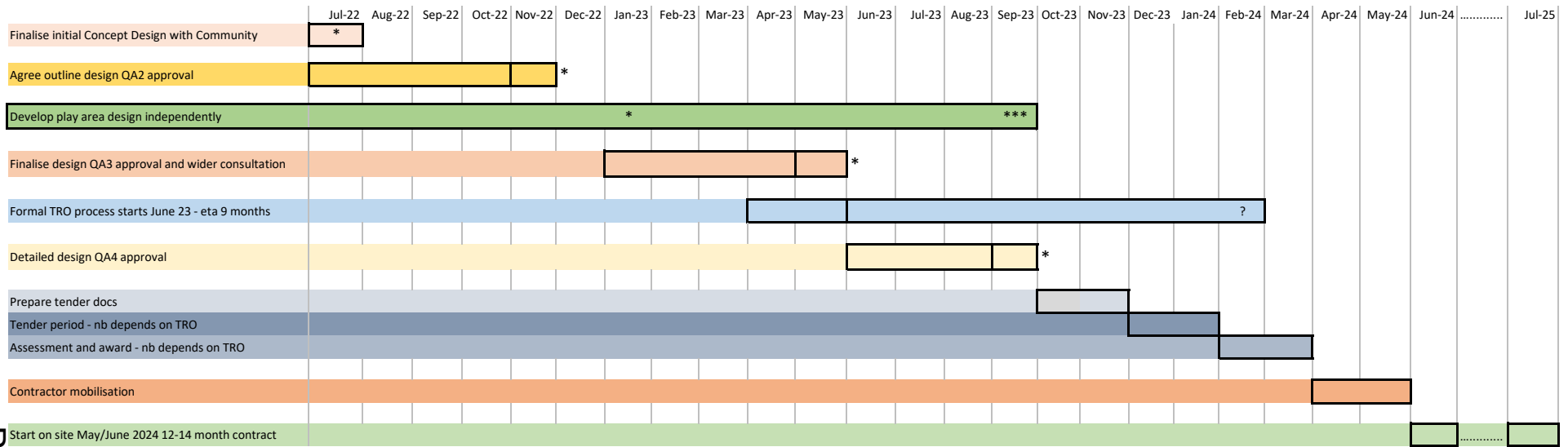
area works will be funded from the High Street Fund

	£
Preliminaries - nb this can be a high area of variation as contractors can price this very differently	100,000
Site clearance	
General - kerbs, paving, street furniture	30,000
Trees	3,600
Excavations - existing grass/footway/concrete roads	60,820
Paving and kerbing	
Kerbs and channels	38,640
Slabs to Footways	90,360
Tarmac roads and parking bays	177,965
Roadmarkings and signage	15,000
Green infrastructure and play area	
New play area funded by High Street Fund	
Knee rail	8,400
Tree planting and commuted sums	102,000
Shrub planting and commuted sums	40,175
Topsoiling and seeding	35,515
New street furniture, benches, bins, electrical and water points for markets/events etc	120,000
Public art	40,000
Associated works	
Utilities diversions	50,000
BNET & CCTV works	10,000
Street lighting - relocation and upgrade	30,400
Relocate post box	1,000
Drainage	30,000
Total works cost	983,875

Inflation @20%	196,775
Contingency@30%	295,163
Fees incl ED;Transport;PM:TROs @22%	216,453
Grand Total	1,692,265

Filwood Broadway Public realm works

Outline programme Jan 2023



Risk Register	Project Name:	Filwood Broadway public realm improvements
	Project ID:	CDG-20-009
	Project Manager:	Vicky Welchman

Key: : M (Management); P (Political); O (Operational); T (Technical); U (Utilities);

Probability: 1 (unlikely); 2 (equally likely/unlikely); 3 (likely); 4 (very likely)

Impact: 1 (low); 3 (medium); 5 (high); 7 (very high)

Priority: 1-4 (low); 5-12 (medium); 14-21 (high); 26 (critical)

Response (to risks): Avoid; Reduce; Fallback; Transfer; Accept; Share; or a combination

Response (to opportunities): Share; Exploit; Enhance; Reject; or a combination

Risk ID	Type	Description	Original			Date Identified	Date Updated	Proximity	Response (may be more than one)	Mitigation (may be more than one)	Residual			Risk owner	Mitigation owner	Notes	Status	Related Issue ID
			Probability	Impact	Priority						Probability	Impact	Priority					
R001	U (Utilities)	If utility data proves inaccurate then it may not be possible to install trees and street furniture as planned	3	3	9	11-Oct-22		Data collection	Reduce	Undertake area wide C2 searches to determine likelihood of utility clashes.	2	3	6	VW	Design Team	ED colleagues have completed NRSWA C2s. This will inform the placement of trees and street furniture.	Open	
R002	U (Utilities)	If utilities are discovered, despite searches, then costs may increase significantly, especially on junctions	2	7	14	11-Oct-22		Construction	Share	Complete robust utility searches including GPR surveys to determine presence of utilities at key sites as part of detailed design.	1	5	5	vw	Design Team	Re-assign responsibility to engineering design/traffic signals for detailed design	Open	
R003	U (Utilities)	If utility companies object to design principles the scheme will be more difficult to deliver in full and benefit realisation significantly reduced.	2	7	14	11-Oct-22		Planning	Reduce	Early engagement with utility providers as part of the design process.	2	3	6	vw	Design Team	ED to undertake NRSWA C3 as part of design development and meet Utility cos early where issues are raised.	Open	
R004	U (Utilities)	If major redevelopment is due to take place on brownfield sites (Cinema site; Swimming pool site etc) then scheme delivery could be impacted and costs increase	4	5	20	11-Oct-22		Throughout	Reduce/Share	Early engagement with Planning/TDM/Housing Delivery to align workstreams and take account of major works where possible.	3	3	9	vw	Network Management/Housing Delivery	Coordination needed with Network Management and Housing Delivery with updated timescales prior to tender process. Works may need to be phased to avoid clashes.	Open	
R005	T (Technical)	Lack of capacity in BCC teams may impact on the ability to deliver the project to programme	3	5	15	11-Oct-22		Co-Design	Reduce	Early engagement with other BCC teams to understand commitment	1	3	3	vw	Design Team		Open	
R007	P (Political)	Mayors Office/Cabinet Member/SiLT may decide to prioritise other BCC projects and withdraw funding	3	7	21	11-Oct-22		Throughout	Reduce/Share	Take project through Decision pathway	2	5	10	vw	Project Board		Open	
R008	P (Political)	If councillors do not attend briefings or participate in the project at the beginning then project credibility and delivery could be compromised	2	5	10	11-Oct-22		Throughout	Reduce/Transfer	Ward members to be included as part of project steering group to ensure local voices and their views are considered throughout.	2	3	6	VW	Project Board/Mayor's Office		Open	
R009	M (Management)	If the proposed governance structure (i.e. appointing local community representatives in decision making capacity) is rejected then benefit realisation could be impacted.	2	2	4	11.10.22		Project Initiation	Reduce/Transfer	Engage with TSG and MD to extol the virtues of a wider project board membership. Link positive case to benefit realisation and political messaging.	2	1	2	VW	Project Board		Open	
R010	M (Management)	If internal stakeholders within the delivery group feel excluding from decision making the project success could be compromised.	2	3	6	11.10.22		Throughout	Reduce	Establish clear Terms of Reference for delivery group and wider project governance. This will ensure that team members have clear routes for escalation of issues and conflicts. Set up regular pulse of meetings to develop strong relationships and provide opportunities for resolution of issues.	1	1	1	VW	Project Board		Open	
R011	M (Management)	If key project officers do not have sufficient time to dedicate to the project then delivery will be compromised or slowed.	3	3	9	11-Oct-22		Throughout	Reduce/Transfer	Establish clear resource expectations and division of tasks to individual teams. Resource issues to be flagged to Project Board for escalation	2	3	6	VW	Project Board	Monitor risk and flag early if it is likely to become an issue. Consider delegating to strategic partner if necessary.	Open	
R012	F (Financial)	The current BCC funding is insufficient to deliver the full aspirations of the public realm works. This is expected to be achievable with the LUF bid however a reduced scheme will have to be implemented.	3	4	12	11.10.22		Project Initiation	Reduce/Share	Escalate financial situation through project governance channels. Seek additional grant/BCC funding if it becomes apparent that there will be a shortfall	2	2	4	VW	Project Board/Delivery Group		Open	
R013	F (Financial)	If there is insufficient funding to deliver the aspirations of the co-design process the relationship with the community may be affected and the scheme could become more difficult to resolve in a collaborative way.	3	4	12	11.10.22		Consultation	Reduce/Share	Develop close working relationship with community and update them regularly on finances. Steering group to assist with prioritisation of works. Escalate financial risks through project governance channels. Seek additional grant funding to top-up the shortfall.	2	2	4	VW	Project Board/Delivery Group		Open	
R014	F (Financial)	Co-Design process outputs may lead to design complexity which would require additional design resources. This could impact spend profile.	2	3	6	11.10.22		Co-Develop	Reduce	Work closely with community on design development so cost and technical implications of ideas are clear	2	2	4	VW	Delivery Group		Open	
R015	F (Financial)	Impact of adjacent construction sites may lead to the scheme being delivered in phases. This would impact on procurement and other additional costs.	2	3	6	11-Oct-22		Co-Develop	Reduce/Transfer	Liaise with TDM/Planning/MD to reduce impact and develop achievable work packages	2	2	4	VW	Delivery Group		Open	
R016	F (Financial)	Inflation in construction costs and shortages of materials could result in returned prices being higher and the construction programmes less achievable. The project would need value engineering.	4	5	20	11-Oct-22		Tender	Reduce/Accept/Transfer	Tender issue to be costed in line with standard procurement procedure. Inflation assumptions and substantial contingency to be included in pre-tender estimates	3	5	15	VW	Project Board/Delivery Group		Open	
R017	F (Financial)	Internal delays in the approval to award the contract works could lead to tenders becoming invalid and the need for re-tendering. This could impact on contractor confidence and result in higher costs.	2	3	6	11-Oct-22		Tender	Reduce/Accept	Engage with procurement team and embed a procurement lead for the project. Establish dates early for contract award sign-off	2	2	4	VW	Project Board/Delivery Group		Open	
R018	E (Environmental)	Implementation of scheme may lead to traffic displacement and parking on neighbouring streets. This could result in negative comms.	2	3	6	11-Oct-22		Implementation	Reduce/Accept	Clear communications and wide involvement during the co-design process. Ensure new signage is clear and alternatives routes marked. Engage with local community and promote active travel.	2	2	4	VW	Project Board/Delivery Group		Open	
R019	E (Environmental)	Additional tree planting may not be welcomed due concerns over longer term consequences e.g. additional shade on properties/road damage. If street trees are not delivered then wider environmental benefits would be reduced.	3	3	9	11-Oct-22		Implementation	Reduce/Accept/Transfer	Develop street design in partnership with community. Clear communications during the co-design process and good specification - right tree right place - to reduce issues.	3	2	6	VW	Project Board/Delivery Group		Open	
R020	D (Design)	Local community may object to the proposed road closures and reduction of the current carriageway and parking space.	3	3	9	11.10.22		Co-design	Reduce	Scheme is being developed in a co-design process through workshops and wider consultation with the local community. Work closely with local community reps and comms to ensure people know there is good community support for the project	2	2	4	VW	Delivery Group		Open	
R021	D (Design)	Historic traffic calming has been installed which may not complement co-designed measures. If needed to be altered or removed outside core area to accommodate new scheme project costs would increase.	3	3	9	11.10.22		Implementation	Reduce	Pre scheme audit of existing infrastructure to determine how existing measures either need to be modified or complimented.	2	2	4	VW	Project Board/Delivery Group		Open	
R022	C (Construction)	Unknown utilities may be present which could lead to increased costs.	2	4	8	11.10.22		Construction	Reduce/Accept	Increase utility information as project progresses. Budget accordingly through the QRA process to identify a risk budget.	2	3	6	VW	Project Board/Delivery Group		Open	
R023	C (Construction)	Works will be tendered under HAWFF Lot 6 >150k. Multiple packages will require multiple tender processes and could increase costs	3	5	15	11.10.22		Tender	Reduce/Accept	Liaise closely with Housing Delivery and TDM re other adjacent works. Engage with procurement team and embed a procurement lead for the project.	2	5	10	VW	Project Board/Delivery Group		Open	
R024	C (Construction)	If the works are phased and the contracts are let to different contractors then compensation events may be more likely and difficult to differentiate due to conflicting TM plans and sharing sites.	2	4	8	11.10.22		Tender/Construction	Reduce/Transfer	Engage with procurement team and embed a procurement lead for the project.	2	3	6	VW	Project Board/Delivery Group		Open	
R025	C (Construction)	Covid restrictions may return either in the UK or other countries. This could delay works and increase costs.	2	4	8	11.10.22		Construction	Reduce/Accept	Consider availability and lead-in-times for materials early in design process. Ensure contractors place bespoke orders in a timely manner.	2	3	6	VW	Design Team		Open	

Equality Impact Assessment [version 2.9]



Title: Filwood Broadway Framework – Utilisation of Funding	
☐ Policy ☒ Strategy ☐ Function ☐ Service ☐ Other [please state]	☐ New ☒ Already exists / review ☐ Changing
Directorate: Growth and Regeneration	Lead Officer name: Tim Midwood
Service Area: Housing Delivery, Housing and Landlord Services	Lead Officer role: Housing Project Manager, Housing Delivery

Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](https://sharepoint.com).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

To seek approval to utilise funding from the Filwood Broadway Framework (Major Projects) towards public realm infrastructure in Filwood.

The Filwood Broadway High Street is unattractive, in disrepair and greatly underutilised. Intervention is required to make the Broadway an attractive and welcoming place to visit, shop and spend time. Therefore, Bristol City Council together with local communities and stakeholders are working to bring forward an extensive area of public realm improvements, to include flexible community and events space, enhanced children's play space, new street furniture, BNET infrastructure, accessibility improvements, new signage, public art, greening and interventions to reduce the dominance of vehicles within the Broadway.

The public realm improvement project will knit together key priority change projects, including; critical affordable housing developments amassing to over 80 affordable homes, commercial and community space located along Filwood Broadway, therefore creating a significant area for regeneration. This is an ongoing project and the EqIA will be updated as it moves into the next phases and further considerations need to be made.

1.2 Who will the proposal have the potential to affect?

☐ Bristol City Council workforce	☒ Service users	☒ The wider community
☐ Commissioned services	☒ City partners / Stakeholder organisations	
Additional comments:		

1.3 Will the proposal have an equality impact?

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

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

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

☒ Yes ☐ No [please select]

Step 2: What information do we have?

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

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

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

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

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

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
Ward Statistical Profiles (Population Estimate, ONS 2020)	As proposals entail the revitalisation of the Filwood Broadway public realm, this is a public good which is publicly available to everyone in Filwood. The Filwood ward population in the Ward Statistical Profiles reflects the population of Filwood who will all be impacted by the revitalisation of the local High street. General population data
Filwood Broadway is within top 1.5% most deprived Lower Super Output Area in England (the Indices of Multiple Deprivation 2019)	These high deprivation levels necessitate the need for intervention to bolster the Filwood economy. This project is a component of the Filwood Broadway Regeneration Framework and therefore works toward the wider strategy of regenerating Filwood Broadway to combat these deprivation levels.

Bristol Quality of life Survey (2021) found that 63.8% of people in Filwood are satisfied with their local area and only 49.8% feel they belong to their local neighbourhood. The survey also found that 33.2% shop in their local shopping street at least once a week.	The proposed improvements to Filwood Broadway will be designed and implemented in accordance with the views of the public. This will help to improve levels of satisfaction in the local area and encourage more people to shop in their local shopping street.
Research shows that public spaces through which people need to move can be prohibitively excluding.	The new public realm needs to be designed to ensure that it is not prohibitively excluding for disabled people. The public realm improvements will be extensively consulted on with those with disabilities and diverse needs to ensure that they can effectively navigate Filwood Broadway High Street.
Additional comments:	

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

☒ Age	☒ Disability	☒ Gender Reassignment
☒ Marriage and Civil Partnership	☒ Pregnancy/Maternity	☒ Race
☒ Religion or Belief	☒ Sex	☒ Sexual Orientation

2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps, then state this clearly with a justification.

For workforce related proposals all relevant characteristics may not be included in HR diversity reporting (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require an action to address under-reporting.

There are gaps in local diversity data, especially where this has not historically been included in statutory reporting. Census data is currently collected every 10 years – and data from the most recent census in 2021 will not become available until 2022. The ONS has also published mid-2020 population estimates. Gaps in data will exist as it becomes out of date or is limited through self-reporting.

2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this had been of Bristol's diverse communities. See <https://www.bristol.gov.uk/people-communities/equalities-groups>.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to [Managing change or restructure \(sharepoint.com\)](#) for advice on consulting with employees etc. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups and trades unions as well as affected staff.

- Bristol City Council Officers have conducted a substantial programme of engagement on the public realm proposals for Filwood Broadway, where key stakeholders and the wider community have co-designed the revitalised public realm through a marketplace survey, neighbourhood knowledge mapping and four community led design workshops. This has ensured strong community support and allowed detailed designs to be developed which are now at an advanced stage. By utilising a range of approaches e.g. in person workshops / surveys and online surveys / workshops, Bristol City Council officers were able to mitigate the impacts of Covid 19, whilst also providing engagement opportunities to those without access

or unable to utilise the internet.

- Also of note is Council Officers' regular attendance at the Filwood Broadway Working Group meetings, and regular interaction with the Knowle West Alliance and Knowle West Regeneration Residents Planning Group. Significant time has been spent ensuring that proposed developments and regeneration opportunities align with the needs of the local community.
- Filwood ward councillors and the relevant Lead Members of Cabinet are briefed on a regular basis, and this will continue.

2.5 How will engagement with stakeholders continue?

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

- Further engagement is planned for later this year with a final co-design workshop and formal public consultation where respondents will select the final public realm design.

Step 3: Who might the proposal impact?

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

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

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

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

GENERAL COMMENTS (highlight any potential issues that might impact all or many groups)	
If the public realm improvements are not designed appropriately, this could have negative impacts on those with disabilities who may have difficulty navigating the new public realm. However, it is proposed that the new public realm will improve infrastructure for those with disabilities, making it easier for them to navigate Filwood Broadway.	
As a public good, the public realm is open to all and therefore there will be no restrictions as to who can benefit from the improved street scene. The interventions will improve wellbeing and provide community facilities which foster greater inclusion.	
PROTECTED CHARACTERISTICS	
Age: Young People	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Age: Older People	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Disability	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	Public realm improvements may inhibit the ability of disabled people to navigate the public realm

Mitigations:	The new public realm will be designed to include key infrastructure which aids the ability for disabled people to navigate the public realm. For example, this will include disabled car parking, textured paving to assist those with visual impairments and various improvements.
Sex	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Race	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Carers	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Other groups [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	
Mitigations:	

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

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

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

- Improvement of facilities within the public realm for Disabled people by integrating tactile paving, disabled parking. This will advance equality of opportunity between people who share a protected characteristic and those who don't.

- The public realm will be available to the entire community, and as such will contribute to an equitable society and foster good relations between people with different characteristics.
- Facilities such as the enhanced children's play space will foster good relations between children and young people.
- The proposed market square will provide events and community space for all groups within society to come together, fostering inclusion and good relations between all.

Step 4: Impact

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

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

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

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

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

The public realm is a public good and therefore improvements to Filwood Broadway should equally benefit all. There is an opportunity to improve the accessibility of Filwood Broadway by incorporating more facilities for disabled people within the public realm. Greater community facilities such as a market square and events space will foster good relations between all groups within the community.

4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale
Ensure formal consultation on the proposed designs is answered by those within protected groups	Timothy Midwood	As the project is ongoing
Ensure public realm designs meet the needs of disabled people	Vicky Welchman	As the project is ongoing

4.3 How will the impact of your proposal and actions be measured?

How will you know if you have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective your approach is still appropriate.

Project evaluation to take place post project completion.

Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqlA. EqlAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities

impact of the proposal. Please seek feedback and review from the Equality and Inclusion Team before requesting sign off from your Director¹.

Equality and Inclusion Team Review: <i>Reviewed by Equality and Inclusion Team</i>	Director Sign-Off: Donald Graham - Director Housing and Landlord Services 
Date: 10/11/2022	Date: 24/01/2023

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

Eco Impact Checklist

Title of report: Filwood Broadway Framework – Utilisation of funding				
Report author: Tim Midwood				
Anticipated date of key decision: 7 February 2023				
Summary of proposals: To seek approval to utilise funding from the Filwood Broadway Framework (Major Projects) towards public realm infrastructure in Filwood.				
Will the proposal impact on...	Yes/ No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	-ive	Use of construction materials within public realm improvements	Consider the embodied energy in the selection of construction materials Ensure that waste is minimised, and sent for recycling rather than landfill
Bristol's resilience to the effects of climate change?	Yes	+ive	Proposals look to reduce water run-off by creating more permeable surfaces. The scheme includes the introduction of more trees and a greater tree canopy which will provide shade. Changes to road layout still include car access throughout the main high street and disabled parking, therefore this should not reduce community resilience.	Ensure that the public realm designs incorporate sustainable drainage, permeable paving and more green infrastructure.
Consumption of non-renewable resources?	Yes	-ive	The public realm improvements use building materials such as metals, stone, concrete and cement	Reduce quantities of non-renewable materials through design and avoiding excess waste.
Production, recycling or disposal of waste	Yes	-ive	There will likely be construction waste resulting from public realm improvements	Design the proposal so that the creation of waste is minimised. Investigate options for re-using materials on-site

				Store materials effectively to avoid spoilage. Ensure the waste hierarchy is followed and the contractor has a waste management plan set in place.
The appearance of the city?	Yes	+ive	A revitalised high quality public realm with additional trees and planting will improve the appearance of the city. Key street furniture such a bins will decrease the likelihood of littering.	
Pollution to land, water, or air?	Yes	-ve +ve	Pollution of water environments: The public realm improvements involve processes which could contaminate surface water drains such as dust from the construction site. Pollution of air: The proposal will remove a carriageway within Filwood Broadway, create a pedestrianised street and introduce traffic calming measures therefore reducing traffic and speed within the Broadway (reduction in pollution). This project will create dust from construction Noise Pollution: Whilst public realm improvements are being implemented, construction noise will be created. Due	Pollution of water environments: ensure that pollutants are kept away from surface water drains. Have access to a spill kit in the event of a spillage. Pollution of air: the construction team will damp down dust to reduce the impact of dust created from construction. Noise Pollution: the construction team will operate during core hours of Monday to Friday 8am-6pm, excluding Sundays or Bank Holidays to mitigate the impact of construction noise on residents.

			to traffic calming measures the proposal is likely to decrease long term transport noise levels.	
Wildlife and habitats?	Yes	+ive	Enhanced green space, with additional planting and trees will improve biodiversity and habitats (proposals include the removal of trees with Ash Dieback)	Potential ecological assessment to be carried out

Consulted with:

Summary of impacts and Mitigation - to go into the main Cabinet/ Council Report

The significant impacts of this proposal are:

- Construction materials utilised within public realm improvements

The proposals include the following measures to mitigate the impacts:

- Consider embodied energy in the selection of construction materials
- Incorporate greater biodiversity within Filwood Broadway by introducing more trees and planting
- Encourage sustainable travel by reducing the dominance of cars within Filwood Broadway and prioritising pedestrian space.

The net effects of the proposals are:

Checklist completed by:

Name:	Tim Midwood
Dept.:	Housing Delivery Team, Housing and Landlord Services
Extension:	
Date:	20/10/2022
Verified by Environmental Performance Team	Nicola Hares – 31/10/2022

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 07 February 2023

TITLE	Housing IT and Transformation Programme – approval of Full Business Case		
Ward(s)	Citywide		
Author: Stewart McDermott		Job title: Programme Manager	
Cabinet lead: Cllr Tom Renhard, Cabinet Member Housing Delivery and Homes		Executive Director lead: Stephen Peacock, Executive Director Growth and Regeneration	
Proposal origin: Councillor			
Decision maker: Cabinet Member			
Decision forum: Cabinet			
Purpose of Report:			
To seek approval of the Full Business Case (FBC) and authority to proceed with of the Housing IT Transformation Programme (Implementation and Delivery):			
1. Approval of our Full Business Case, including BCC implementation and delivery related costs up to £3.1m over two years;			
2. Authority to award the contract for a new Housing IT system to the recommended Preferred Supplier, up to a value of £4.43m, including suppliers’ one-off costs of £1.57m and five years support and maintenance charges;			
3. Authority to incur additional costs up to £600,000, to extend the existing legacy Housing IT support contracts beyond May-24, should this be needed.			
Evidence Base:			
Summary of the Preferred Option:			
Options were considered, and these were examined in our Outline Business Case, and supporting documents:			
1. “Do Nothing” – retain existing systems and supplier. This was not feasible as a number of the current Housing IT systems will reach End Of Life in Dec-23 and May-24. All are at end of support by May-24. These must be replaced.			
2. “Do Something” – direct award to the existing supplier, for new / upgraded versions of existing systems. This was not deemed feasible due to the current use of multiple, disparate IT and ongoing concerns and issues related to core systems.			
3. “Do Everything” – procure a new, strategic Housing IT solution that meets the needs of BCC, our tenants and residents, and third parties. Preferred Option due to quantified tangible and cashable benefits.			
The Council has undertaken a competitive procurement inviting the suppliers on Crown Commercial Services Framework RM3821 (Data and Application Solutions) Lot 1a, of which six suppliers responded to an Expression of Interest in participating in the further competition for our requirements.			
Bidders had two months to respond to the tender and the Council received bids from four within the submission deadline.			

Bids were received on 4/11/2022 then scored and evaluated over four weeks, with moderation ending on 5/12/2022.

As such, were able to recommend to the programme board that **the recommended Preferred Supplier** be appointed as Preferred Supplier. This was ratified and approved at the programme board meeting on 16/12/2022.

Programme Outline and Background:

The Programme commenced in January 2022 to ensure that the systems supporting our critical Housing services could be replaced by May-24. This will include reviewing our business processes and updating / improving these as part of a move to a single strategic system with a single delivery partner. This aligns with current BCC business and ICT strategies, such as Digital First.

Current Housing systems reach their end of life / end of support in in December 2023 and May 2024. These deliver critical systems to the citizens of Bristol and include:

- i. **Housing Management system** - managing tenant and landlord needs and services, and delivery of these. End of support in May-24, one off 12 months extension available if needed;
 - ii. **Workforce Scheduling systems** –which deliver maintenance and repairs services to our tenants. End of life in Dec-23 and as such poses an imminent Risk to Critical Services, no further support available from the incumbent supplier;
 - iii. **Compliance** - which enables BCC to ensure that all Housing meets regulatory standards. End of life in Mar-24, one off 12 months extension available if needed;
 - iv. **Asset Management** - helping us to effectively manage and maintain social housing property across Bristol. End of life in May-24, one off 12 months extension available if needed;
 - v. **Private Housing Case Management & Accessible Homes**: the system is reaching the end of contract and end of life by May-24;
 - vi. **Digital** – rebuild and delivery of new applications, portals etc. that will make Housing Services much more accessible for our tenants and landlords. Delivers significant benefits and cashable savings for BCC and our tenants;
 - vii. **A number of supporting functions and sub-systems** - these cover all aspects for social housing for all our tenants and citizens such as: case management, choice-based lettings, Homelessness support, support for vulnerable tenants etc. All end of life in May-24, one off 12 months extension available if needed.
- These systems do not support current business functions (“As-Is”), leading to numerous ineffective and expensive workarounds which affect productivity. For example, we cannot estimate, cost or automatically schedule maintenance work – something that is standard functionality within systems used by comparable organisations.
 - The above systems do not support automation or current best practice and have led to the ongoing use of resource heavy, inefficient and high-cost ways of working in BCC, which Housing are anxious to address and will deliver significant cashable benefits to the organisation;
 - These have led to symbiotic issues where poor systems have led to poor processes / business practises. Both require addressing but neither can be done in isolation and technology support for To-Be processes is critical if savings and benefits identified are to be delivered.
 - This in turn has limited our ability to provide best access to the most appropriate housing services to our citizens. Especially as we are unable to support BCC strategies, such as Digital First.

NB: End Of Life systems introduce security vulnerabilities as they are no longer maintained by the manufacturer. Use in UK govt is only permitted whilst a replacement is being delivered.

Cabinet Member / Officer Recommendations

That Cabinet:

1. Approves the Full Business Case (FBC) as set out in appendix A and exempt appendix I.
2. Approves up to £7.5m (net, less sunk costs) over the next five years, drawn from Housing Revenue Account (80%) and General Fund (20%) to deliver the Housing IT and Transformation programme as set out in this report and Appendix A.
3. Authorises Executive Director – Growth and Regeneration in consultation with Cabinet Member for Housing Delivery and Homes and S151 Officer to spend up to £7.5m (estimated internal and supplier one-off costs, over two years) to deliver the programme in full (including procuring and awarding contracts over £500k) in-line with the maximum budget envelopes outlined in this report.
4. Authorises Executive Director – Growth and Regeneration in consultation with Cabinet Member for Housing Delivery and Homes and S151 Officer to take all steps required to confirm the Preferred Supplier and award the contract(s) necessary for the implementation of comprehensive new Housing system(s) (five-year contract, fully managed service, £4.4m total value inc. one off supplier costs), in-line with the procurement and legal routes and maximum budget envelopes outlined in this report.
5. Authorises Executive Director – Growth and Regeneration to invoke subsequent specific and relevant extensions/variations specifically defined in the contract(s) being awarded, up to the maximum budget envelope approved as part of the Final Business Case.
6. Authorise the Executive Director – Growth and Regeneration, in consultation with Cabinet Member for Housing Delivery and Homes, to take all steps required to extend the current contracts for Housing IT support services at a cost of up to £600k, should the Housing IT and Transformation programme not be fully implemented before they expire as outlined in this report.

Corporate Strategy alignment:

1. New systems and business process will align Housing services delivery to BCC's Corporate Strategy:
 - a. Theme 2: Economy and Skills (Good Growth and Digital Inclusion)
 - b. Theme 5: Homes and Communities
 - c. Theme 7: Effective Development Organisation
2. New digital service delivery platform (new citizen facing and internal applications, and revitalised portals) will support Digital First.

In addition (HRA strategy specific):

3. The HRA maintains a 30-year business plan, to ensure the long-term financial viability of financial plans. The 30-year business plan contains assumptions regard future costs and expenditure. The plan has been updated with a commitment to deliver 3% efficiencies against housing management costs, which for 2023/24 £. This is based on the assumption that the new housing management system will be implemented in 2024 will result in efficiencies across the service.
4. On 24 Jan 2023 the HRA Budget 2023/24 report was approved by Cabinet, with final budget decisions (taken/to be taken) at Full Council on 21 Feb 2023. The report sought approval for both the 2023/24 HRA budget and 2023-27 Medium Term Financial Plan.

City Benefits:

Programme benefits can be summarised as Delivery of a new Housing IT system that support our business processes and optimal Ways of Working:

- **Digital** – a range of applications and web-based service delivery options that support Digital First and enable our tenants / residents and partners to self-serve, as the primary and preferred option. Including:
 - New tenant facing mobile applications that will facilitate Self-Service access to our key Housing Services such as repairs, maintenance and rents.
 - New tenant portal which will align to the above, and provide additional support / access to other important services such as choice based lettings, licensing etc.
 - New contractor portal that will make it easier and more cost effective for BCC to continue to use third parties as part of a hybrid service delivery model.

- **Automation** – replacement of current manual processes and workarounds with new technology, mapped to our To-Be processes and preferred, optimised Ways of Working. Including:
 - Automated estimation, costing and scheduling of the majority of Repair and Maintenance jobs;
 - Support for automatic payments of correct invoices.
- **Data** – migration of cleansed, operational data to a new, central data source. Including:
 - Data duplication and consistency issues will be removed – new database will provide a “single version of the truth”;
 - The need for manual data management will be removed. Data loss and errors associated with this will be fully mitigated;
 - Support for new reporting tools, providing up to date management reporting etc.

In addition to the above, the new system will be delivered and supported as part of a Fully Managed Service from the Preferred Supplier. This will significantly reduce the current IT support effort and related costs, which at present are fully born by Housing Services.

In delivering the above, we actively support the following themes:

1. Theme 2: Economy and Skills (Good growth and Digital inclusion) – via our digital service platform for citizens;
2. Theme 5: Homes and Communities – through best provision of the most appropriate housing services as and when needed;
3. Theme 7: Effective Development Organisation – through effective business process re-engineering and transformation and the delivery of effective technology that supports this and (1), (2) above.
4. Sustainability and Social Value are key elements of our procurement strategy, against which potential suppliers will be evaluated. These run alongside and with equal importance to our business and technical requirements.

Consultation Details:

Internal Consultation:

We have consulted board and our Cabinet member frequently with regard to scope, progress and costs etc. This has included all reports and board submissions including EDM and HSLT. In addition, BCC Finance have provided governance and oversight for all costs and budgets.

External Engagement to date:

In 2021, soft market testing was carried out, to gain a market perspective on Housing IT systems, the marketplace for these, use of technology amongst our peer group, and options for BCC.

In 2022, a second supplier evaluation / solution investigation exercise was carried out and additional research conducted into market leading Housing IT suppliers and their current technology offerings. This included several workshops with these potential suppliers and their delivery partners.

We reaffirmed the findings from the Soft Market Test and confirmed that the current disparate systems could and should be replaced by a single cloud-based platform with a self-service tenant portal and adoption of significant process automation across key service delivery function.

External engagement with tenants, residents and suppliers will be carried out with our IT Systems provider, when their proposed solutions are known.

Background Papers:

- Previous cabinet paper 14 Dec 2021 '[Housing IT Transformation and procurement](#)' - mandate
- [Decision of 14 Dec 2021](#)
- Previous cabinet decision paper 7 June 2022 '[Housing IT and Transformation programme – approval of Outline Business Case](#)'
- [Decision of 7 June 2022](#)

Revenue Cost inc Optimism Bias	£2.91m total est. over five years	Source of Revenue Funding	HRA capital and revenue budget (80%) General Fund (20%)
Capital Cost inc Optimism Bias	£4.6m total est. over 23-24 / 24-25	Source of Capital Funding	Capital programme
One off cost ☒	Ongoing cost ☒	Saving Proposal ☒	Income generation proposal ☐

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

1. Finance Advice:

This report seeks approval of the full business case (FBC) supporting the renewal of business-critical housing systems. Authorisation is also sought to proceed with the awarding of a contract to deliver the Preferred Option outlined in the FBC.

The overall investment delivered in two phases (Development and Implementation) was estimated at £8.7m over the life of the programme, with £500K included as contingency. In phase 1, (2021-22) £430K was spent and a further £1.0m is expected to be incurred during this financial year. In June 2022 Cabinet approved £1.4m as funding for the development of the FBC, 20% being allocated to the General Fund. Funding for the HRA share (£1.12 months) will come from in-year underspends and transfers from the HRA general reserves. The amount to be funded from the Change Management Programme budget (GF) is £280K.

Approval is sought for the further investment of £7.1m, to be incurred over the remaining life of the programme during the financial years 2023-24 to 2027-28. It is anticipated that up to 80% of the expenditure could be funded from the capital programme, provision having already been made in the 2023-24 refreshed HRA business plan. This does not include potential future Civica support costs, should this service be needed beyond May-24.

The costs outlined in this report are based on technology enablement and implementation support. The Business case provides the potential to generate efficiencies from process automation and improved integration with back-office systems. The project will generate recurring savings/ cost avoidance of approximately £2.7m.

The table below shows the estimated investment required for the business case and potential savings/ cost avoidance:

Housing Transformation Programme (£'000)						
	3	4	5	6	7	Total
Investment	23/24	24/25	25/26	26/27	27/28	£'000
BCC Professional consultancy costs	1,601	988	0	0	0	2,589
Contingency (tolerance)	320	197	0	0	0	517
One-off Investments	1,921	1,185	0	0	0	3,106
Implementation & Ongoing costs (incl. contingency)	1,060	985	796	793	794	4,428
TOTAL COSTS	2,981	2,170	796	793	794	7,534
Potential Savings/ Cash Avoidance						(2,889)
NET TOTAL	2,981	2,170	796	793	794	4,645

Finance Business Partner: Archa Campbell & Michael Jarret 19 December 2022

2. Legal Advice:

Legal Services will advise and support to capture the winning tender within the Order Form and call-off Schedules.

There are no specific legal issues regarding compliance of the winning supplier's tender documentation in relation to the council's requirements or the call-off terms.

The call-off contract will need to be signed before 22 February 2023, the current expiry date for the CCS framework. HR advice should be sought in respect of any changes to staff requirements as a result of the delivery of the project. Legal Services and the Council's procurement team will advise on the process for extending the existing legacy contracts if required.

Legal Team Leader: Husinara Jones, Team Manager/Solicitor 20 January 2023

3. Implications on IT:

General commentary:

This business case fully aligns with agreed architecture signed off at ARB, as described in the associated EA Azure Dev Ops Decisions repository links listed below:

ARB Decision & Date

35469 HiTT programme architecture 3rd May 2022

36256 Contractor Portal 19th July 2022

35965 Private Housing 19th July 2022

35828 Integration architecture 11th July 2022

35732 Interfaces for CSC 17th June 2022

IT Team Leader: David Morton, Senior Solutions Architect (on behalf of Gavin Arbuckle) – 28 November 2022

4. HR Advice:

The report identifies areas where people resource could be realigned or reduced as a result of the implementation of a new system, and the potential savings linked to these changes. Workforce re-modelling has been carried out to identify impact on roles which support our current systems and how the benefits of the new system might affect teams and services in Homes and Landlord Services and other areas of the Council.

Any workforce change that proposed reduction or change to roles will require consultation in line with the Council's HR procedures and should be considered when the new system is imbedded and after a period of evaluation to determine the resource requirements.

HR Partner: Celia Williams HR Business Partner – 15 December 2022

EDM Sign-off	Stephen Peacock (as board chair) Executive Director – Growth and Regeneration	30 November 2022
Cabinet Member sign-off	Cllr Tom Renhard, Cabinet Member Housing Delivery and Homes	13 December 2022
For Key Decisions - Mayor's Office sign-off	Corporate Leadership Board Mayor's Office	9 January 2023

Appendix A – Further essential background / detail on the proposal Redacted Full Business Case.	YES
Appendix B – Details of consultation carried out - internal and external Options Appraisal	YES
Appendix C – Summary of any engagement with scrutiny Tender Award Report. Signed by Stephen Peacock 11/1/23.	YES
Appendix D – Risk assessment RAID template	YES
Appendix E – Equalities screening / impact assessment of proposal As agreed with the Equalities team, this will be reviewed in line with the Preferred Supplier's proposed service(s) and Implementation Plan post-FBC approval.	YES

EQUIA	
Appendix F – Eco-impact screening/ impact assessment of proposal This will be reviewed in line with the Preferred Supplier’s proposed service(s) and Implementation Plan post-FBC approval.	YES
Appendix G – Financial Advice Financial Spreadsheet – not included as commercially sensitive. See (I) below.	NO
Appendix H – Legal Advice See full business case.	YES
Appendix I – Exempt Information Full business case – contains commercial and operationally sensitive information Sections recommended as exempt (and all sub-sections therein): • Section 3.6 Benefits Map – commercial, reputation and operational sensitivities. • Section 3.7 Potential Benefits And Savings – commercial, reputation and operational sensitivities. • Section 3.8 Future Benefits – commercial, reputation and operational sensitivities. • Section 4.4 Programme Benefits Realisation – commercial, reputation and operational sensitivities. • Section 4.5 Programme Quality expectations – technical, operational and security sensitivities. • Section 5.0 Programme Interfaces – technical and commercial sensitivities. • Section 6.0 Programme Financial Summary – commercial, operation and reputational sensitivities.	YES See FBC document v0.04 (not for external use)
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

Programme Business Case



A. PROGRAMME SUMMARY INFORMATION

Programme Name:	Housing IT Transformation programme
Programme ID:	21EN625
Cabinet Member:	Councillor Tom Renhard
Executive Dir. Sponsor:	Stephen Peacock
Senior Responsible Owner (SRO):	Donald Graham
Programme Manager:	Stewart McDermott
Business Change Manager/s:	Sam Marsh
Associated Directorate/s:	Housing And Landlord Services
Service Areas impacted:	Housing and Landlord Services
Report Lead Author:	Stewart McDermott
Report recipients:	Stephen Peacock, Cllr Tom Renhard, Donald Graham

B. ORGANISATIONAL CONTEXT

Alignment to corporate theme(s):	Theme 2: Economy and Skills (Good Growth and Digital Inclusion) Theme 5: Homes and Communities Theme 7: Effective Development Organisation
Portfolio Prioritisation Position:	#11
Programme category:	☐ Saving delivery ☒ Compliance / Statutory ☒ Risk reduction ☒ Cost avoidance ☒ Improved outcomes ☒ Enabling <Other>
Associated risk:	If the proposal relates to the mitigation of a risk (or risks) listed on the Directorate or Corporate Risk register provide details here.

Council Budget saving delivery:	Budget reference: HRA Strategic Planning & Governance				
	Savings related to benefits from new Housing IT, less delivery and operating costs. Includes savings vs. current IT costs.				
		24/25 £'000s	25/26 £'000s	26/27 £'000s	27/28 £'000s
	NET Total (net savings less total expenditure):	(717,946)	(2,092,843)	(2,095,369)	(2,094,636)
	Cumulative Net Total	3,833,409	1,740,566	(354,803)	(2,449,439)

C. DOCUMENT CONTROL

Document status:	☒ Draft ☐ Final
Document owner:	NAME

Version	Author(s)	Description	Date
V00_01	SMcD	First draft	05.07.2022
V00_01	SMcD	Updated draft	10.08.2022
V00_01	SMcD	Updated draft	06.08.2022
V00_01	SMcD	Updated draft	23.09.2022
V0.03	SMcD	Final draft, EDM submission Nov-22	23.11.2022
V0.04	SMcD	Submission for PMO Assurance, Cllr Renhard	08.12.22
V0.05	SMcD	Assured (green), submitted version for Cabinet, EDM and CLB approved.	12.01.23

EXECUTIVE SUMMARY: DECISION REQUIRED

Decisions requested for Full Business Case sign-off:

That Cabinet

1. **Approves** up to **£7.5m** (net, less sunk costs) over the next five years, drawn from Housing Revenue Account (80%) and General Fund (20%) to deliver the Housing IT and Transformation programme as set out in below. Agreement to baseline the final business case budget and to allocate future funding to support delivery of programme and maintenance of those services it delivers.
2. **Approves** up to **£3.1m**, including Optimism Bias at 20%, as part of the above, to deliver Phase Three of the programme (internal costs related to design, build and implementation) in financial years FY23-24 and FY24-25, without which the programme cannot continue.
3. **Authorises** the Executive Director, Growth and Regeneration to take all steps necessary to procure and enter into contract(s) to give effect to the programme, including decisions with a value of over £500K.
4. **Approval** of this Final Business Case itself, agreement to proceed with Preferred Option and completion of the full scope of the programme, with the Preferred Supplier.

Contractual:

1. **Authorises** Executive Director – Growth and Regeneration in consultation with Cabinet Member for Housing Delivery and Homes and S151 Officer to spend up to **£7.5m** (estimated internal *and* supplier one-off costs, over two years) to deliver the programme in full, in-line with expected governance and maximum budget envelopes outlined in the Finance section below. Includes BCC Optimism Bias at 20% and Supplier at 30%, for Delivery (one-off) costs.
2. **Authorises** Executive Director – Growth and Regeneration in consultation with Cabinet Member for Housing Delivery and Homes and S151 Officer to take all steps required to confirm the Preferred Supplier and award the contract(s) necessary for the implementation of comprehensive new Housing system(s) (five-year contract, fully managed service, **£4.4m** total value inc. one off supplier costs), in-line with the procurement and legal routes and maximum budget envelopes outlined in the Finance section below.
3. **Authorises** Executive Director – Growth and Regeneration to invoke subsequent specific and relevant extensions/variations specifically defined in the contract(s) being awarded, up to the maximum budget envelope approved as part of the Final Business Case, where this relates to the extension of current contracts for Housing IT support services, should the programme not be able to full delivery before these expire. In consultation with Cabinet Member for Housing Delivery and Homes.
4. **Authorises** the Head of Strategic Procurement & Supplier Relations to approve appropriate procurement routes to market where these are not yet fully defined in this report, or if changes to procurement routes are subsequently required.

Endorsements given:

- HITT Programme Board – above endorsement given on 19th December 2022;
- DTP Programme Board – above endorsement given on 7th Dec-22;
- HSLT – endorsed on 29th Nov-22;
- EDM Board – above endorsement given on 30th Nov-22.

The Service Area Lead prioritising availability to support the progress of the next phase of work is **NAME**.

Programme context summary:

Current Housing systems will all reach end of life / end of support by May-24 at the latest. As these systems are between 8-20 years old and do not fully support our business processes. Replacement is essential if critical service delivery is to be maintained.

With specific reference to the existing technology in use within the Housing and Landlord Service:

- i. Current core housing systems all reach end of contract, and some core systems will be end of life by May-24 (Dec-23 for workforce system). There are also significant functional, compliance and productivity issues with these such as:
- a. The technology in use within Housing and Landlord Services, which supports delivery of our critical services, reached end of contract in May-22. Support has been extended whilst a replacement is found;
 - b. These systems range in age from eight to over twenty years old.
 - c. There are functional shortfalls within our current business processes and related systems, which have led to the ad-hoc development and ongoing use of numerous inefficient manual workarounds. These hinder our ability to deliver the best and most appropriate services to the citizens of Bristol in the most effective and productive ways.
 - d. Current technology was procured separately, from different suppliers. As such, each sits within its own silo leading to complex systems where it is very difficult to integrate data. This has led to inconsistencies and issues with data quality. Please see section 3.3 (Scope) for more information.

Key support contracts for the above have been extended until May-24, however due to their age, contain key components which are no longer in manufacturer support or have been retained at a version level which the supplier can no longer support. These support Critical Systems.

As exception to the above is The Current Supplier Click, our core system for Maintenance and Repairs. This reaches end of life in Dec-23 and the supplier will not support the system beyond this. Again, this is core IT support for a Critical Service.

The above also means that the current technology and some of our business processes now in use cannot support our business and IT strategies such as Digital First, do not align to corporate goals and strategies, and we are unable to fully comply with the latest government legislation related to Social Housing.

Our outdated and inefficient technology provides a burning platform for change; however we are also focused on how new technology will support our business goals: ensuring provision of dynamic, fit for purpose, citizen-focussed services and productivity improvements. We will deliver the technology, process and supporting implementation support (including “small c” changes) that will enable our Housing and Landlord Service to do this. The programme and our Preferred Supplier, NEC Software Solutions UK Ltd (“NEC”), will provide sector and industry leading technologies that will underpin our revised ways of working. We expect this to deliver significant service benefits to our tenants, residents and staff through such new and updated services such as self-service, digital delivery channels and process automation that will:

- ii. increased productivity and efficiency throughout our business areas
- iii. reduce ‘double handling’
- iv. unify disparate business processes as “end to end”
- v. remove manual workarounds
- vi. remove poor and duplicated data etc.

The significant current technology issues noted above presents us with an opportunity, not only move our systems forward from our 2014 isolated silos, but to a new, future proofed and modular system leveraging this as an enabler for greater efficiencies in Service Delivery, such as:

- Automate where possible – replace manual, gap-filling workarounds with modern, fully functional systems, releasing staff from administrative to citizen-supporting roles and/or delivering identified savings.
- Adopt Digital First as a core tenet for service delivery through a new digital platform which ensures that we, with our delivery partner, design digital services that are “easy, engaging, and inclusive as a core tenet”. We expect this to include a citizen app for core services, improved portals and intelligent tech in support (e.g., chat bots etc.) that reduce the load on our call centre and speed up service delivery for our citizen, tenants, residents and leaseholders, staff and related user groups across BCC.
- Develop and deliver a new (To-Be, future state) model for service delivery across Housing and Landlord Services. This will ensure that we frame the size and scope of our business transformation through evaluation of current business processes, working with our staff to build and design the best possible means to deliver the most appropriate services, in the most efficient and productive ways we can.

The above had been borne out in Phases One and Two of the programme, where we have had significant engagement with BCC staff and senior stakeholders, to understand their requirements and the current 'as-is' ways of working. This has enabled us to deliver a detailed set of business and technical requirements approved by our business users, supporting an open procurement competition, as well as the ongoing development of our Future State. At time of writing, through ongoing engagement with staff, we have completed 75% of detailed To Be process maps for Housing Services, on which the new IT systems will be based, focused on optimal Ways Of Working.

We intend to deliver new systems and process with our single Preferred Supplier, NEC Software Solutions UK Ltd ("NEC"), who were identified via a competitive procurement. NEC will work with us to deliver a leading-edge Housing and Landlord services through business process change and modern, fit for purpose technology.

This programme is a part of the Housing and Landlord Services 'Moving Forward Together' strategic initiative to improve housing services, meet the needs of our residents and make Housing and Landlord Services a great place to work, with equality and diversity at its heart.

NB: the above was achieved by the Housing Directorate and programme team in 10 months, from a standing start in January 2022.

What the HITT Programme seeks to deliver:

We will replace the legacy systems with a managed service which provides a full supported IT Housing system, with the applications and data our tenants, residents and staff need to successfully manage their social housing journey. Our Preferred Supplier will work with the HITT Programme and Housing to deliver a new, unified technology platform that supports business and tenant needs and aligns with our business and technology strategies:

- Replacing legacy housing IT systems with new line of business applications via a single, strategic IT platform, that provides our staff and tenants / residents with up-to-date technology that best supports our service delivery processes.
- A digital self-service platform that provides tenants / residents with access to key services, appropriate to their needs and in the best, most efficient way possible
- Cleansing and migration of currently fragmented housing data to a new operational data source, removing current issues re: duplication and data loss, and providing real-time information for enhanced reporting and improved service management functions.
- An achievable To-Be model that enables BCC to better serve the needs of tenants / residents and customers through adoption of best practice business processes and supportive technology.
- Change and transition activities that will enable to deliver the above in such a way that the maximum number of benefits, efficiencies and opportunities can be achieved as soon as possible.
- Delivery of the above, including new technology, re-training staff via a detailed deployment and implementation phase.
- Tangible and intangible benefits, efficiencies and productivity improvements, and savings related to the above.

This includes but is not limited to the following examples:

- **Digital** – a range of applications and web-based service delivery options that support Digital First and enable our tenants / residents and partners to self-serve, as the primary and preferred option. Including:
 - New tenant facing mobile applications that will facilitate self-service access to our key Housing Services such as repairs, maintenance and rents.
 - New tenant portal which will align to the above, and provide additional support / access to other important services such as choice based lettings, licensing etc.
 - New contractor portal that will make it easier and more cost effective for BCC to continue to use third parties as part of a hybrid service delivery model.
- **Automation** – replacement of current manual processes and workarounds with new technology, mapped to our to-be processes and preferred, optimised Ways of Working. Including:
 - Automated estimation, costing and scheduling of the majority of Repair and Maintenance jobs;
 - Automation of licensing workflows, to make efficiencies in the Private Housing service;

- Support for automatic payments of correct invoices.
- **Data** – migration of cleansed, operational data to a new, central data source. Including:
 - Data duplication and consistency issues will be removed – The new database will provide a “single version of the truth”;
 - The need for manual data management will be removed. Data loss and errors associated with this will be fully mitigated;
 - Support for new reporting tools, providing up to date management reporting etc.

In addition to the above, the new system will be delivered and supported as part of a Fully Managed Service from the preferred supplier. This will significantly reduce the current IT support effort and related costs, which at present are fully born by the Housing and Landlord Service.

Anticipated key measurable benefits:

The benefits we have identified so far can be summarised as follows, in line with the agreed scope for the programme:

1. New IT system for Housing – current applications will be replaced with a new, single system (platform):
 - a. This will meet BCC requirements and represent a significant step forward – as such it underpins **all** savings, benefits and opportunities.
 - b. The new system will fully support the current known processes and those being reviewed and revised by the HITT Programme analyst team at present.
 - c. We expect that ‘out of the box’, the new system will better support the current Housing and Landlord Services teams and deliver substantial benefits (pre-change management) by addressing the main technical issues which the current multi-system / multi-supplier approach has caused.
 - d. In addition, new tools that will automate a number of our key (but still manual) processes such as workforce scheduling, will quickly improve efficiency and increase productivity.
2. Tenant facing – better access to services / improved service delivery
 - a. The above will include a much-revised tenant front end portal, which support their access to Housing services online and reaches far more user groups than before;
 - b. We’ll also be delivering a mobile app that enables tenants / residents to get rapid access to some of our most used services (e.g., Repairs and Maintenance) and to fully self-serve many of these. This will lead to less calls and tenants / residents spending less time on hold;
 - c. As (b) -for field teams, we’ll be delivering device-agnostic access to the ‘back end’ systems, giving staff apps and browser-based systems that mean they can get to what they need, wherever they are via phone, laptop, tablet. This will also support improved service delivery.
3. Data – single version of the truth
 - a. As part of our new IT system for Housing, we (lead by the Preferred Supplier) intend to cleanse current, operational (not historic) housing data, removing duplicates so that wherever possible we can migrate clean, quality assured data to a new operational data source;
 - b. This will remove current issues re: duplication and data loss, as well as providing data sources that will be updated in real time and improve management reporting, service management etc.;

- c. This will provide BCC with a comprehensive dataset for all tenants / residents and assets, unifying our currently fragmented databases;
 - d. Data quality is a real issue for the Housing and Landlord Service, with implications across systems – addressing this will be a significant benefit to BCC.
4. TCO (Total Cost of 'ownership') reduction for BCC, in comparison to the current Housing systems and support model and Value for Money (VfM)
- a. We are procuring a fully managed service from potential suppliers, and this is a must have. We can expect this to be cloud based (no / very little on premise tech) and don't expect to be providing dedicated BCC technical staff to support the system itself. This should reduce operating costs.
 - b. Charging model – we are expecting to procure a "Software as a Service" (SaaS) solution, as this is now the most common model for large systems provision. Suppliers typically charge quarterly in arrears and based upon usage of the system, which should see a reduction versus the 'per seat' fixed price cost model, paid in full 12m in advance that BCC is currently subjected to.
 - c. Cross charging for non-Housing Revenue Account (HRA) – In addition, the new charging model mentioned above in point b, will allow us to identify the usage of what will primarily be HRA-funded services versus non-HRA (e.g. Public Health for Case Management etc.). This will enable BCC to accurately levy cross charges versus the current situation where HRA funds IT, for a number of GF roles and services (e.g. Public Health for Case Management etc.).
 - d. Stock Control – BCC Repairs and Maintenance do not have an effective stock control system for 'standard' activities carried out by field teams. Our requirements for the new system address this and include accurate reporting tools that will enable managers to see what stock has been checked out for each job, reducing / preventing over allocation and wastage and the associated costs.
5. Support Model and Service Level Agreement (SLA) – managed services model
- a. The new proposed SLA represents a considerable improvement on the current service and support agreement. Availability time is higher, response times quicker and down time (inc. maintenance) much shorter, and it's clear that the supplier is responsible for end-to-end support and maintenance;
 - b. This also includes an enforceable Service Credits regime where service costs for BCC reduce should performance fall below the SLA set levels. If recent outages were repeated in the new world, there would be financial compensation for this;
 - c. The new support model is also predicated on the Single Supplier model – We will only engage with the primary service provider, and they are responsible for meeting the SLA, including managing any third parties, sub-contractors etc. BCC will not need to pursue different providers, with differing SLAs in order to ensure that the new systems are available and performant.
6. Finance interface and 'single route' to (some) services
- a. Large £ value is assigned to Repairs and Maintenance (R&M) within the Finance system, which has not passed through existing Housing systems (Cx or CLICK) for this. Figures quoted for this are approx. £2m in the last financial year (FY) (or approx. 33% of total R&M spend). The new system will push all R&M jobs through a single system, via a single interface with Finance. This

will allow BCC to see which of this spend is allocated to projects, non-standard works etc. and ensure that costs are correctly allocated.

7. Inherent change and future change opportunities: Improved processes for service delivery

- a. The change workstream is focused on re-training, re-aligning staff (to revised business processes). Also show where resources could be re-allocated (where new system releases time), where roles are directly impacted by the new systems, as we adopt best practice for service delivery (e.g. move towards the tech);
- b. So that BCC can get best value from the new system and deliver best services to tenants / residents and citizens, the team is mapping out a new to-be model for our key housing services.
- c. This is based on our requirements and is aspirational at present. When the Preferred Supplier is known, we will work with them to adapt out processes to their best practice model and off the shelf, industry proven technology, and deliver an achievable final To-Be model
- d. Where we identify an opportunity to improve service delivery beyond (a) (e.g. greater automation and mobile technology would support a move to centralised R&M model, rather than regional), this will be referred to the Head of Housing for action;
- e. We have currently noted several areas where new technology and business processes will release time / roles (e.g. reduction in CSC due to self-service, IT support staff due to new SLA). These are being quantified and will be included in the FBC as a tangible benefit;
- f. We are not planning to restructure any areas / teams within Housing – as confirmed at the programme board in September 2022, our focus will be on change related to implementation and realisation of the benefits set out in this document.

We are clear that the main drivers for the programme are; the age, inbuilt redundancy and cost of the current housing systems. That they do not support current business processes as well as they could, so bring with them inherent issues around data and security vulnerabilities etc.

Therefore, the main benefits that we will be delivering are linked to a new stable, scalable and secure Housing IT platform that addresses these, as well as the lack of a fit for purpose digital offering and the improvements to tenant facing service delivery that this can bring.

We can deliver these, savings in BCC support and delivery costs and see the main benefits above realised without the need for a significant business change, but we will have delivered the platform to support this, when Housing is ready to do it.

Please refer to **Section 3.6, 3.7 and 3.7 (Benefits)** for a detailed breakdown of expected and potential benefits.

Any key changes since previous decision point (may be Mandate or OBC approval):

Since the approval of the Outline Business Case, the programme has conducted a competitive procurement using Crown Commercial Service framework RM3821 (Data and Application Solutions). This has identified **NEC** as the Preferred Supplier for Housing IT systems and services.

The appointment of **NEC** as the Preferred Supplier was endorsed by the HITT Programme board on 19th December 2022, and they were informed of this and that we would be seeking to sign an agreement with them subject to Cabinet approval.

Anticipated cost/benefit profile for programme

Table 1 showing costs submitted by NEC And BCC expected costs and benefits:

Redacted – commercially sensitive

This represents the financial position should the Preferred Supplier be chosen from the two shortlisted above, their appointment approved, and the Programme delivered as expected.

The above table includes:

- i. One off costs to deliver the new Housing System;
- ii. One off costs related to training and change / transition during and after systems delivery;
- iii. Ongoing support costs for legacy systems, until these reach end of life, end of support or when BCC use has ceased and notice to terminate given;
- iv. New costs related to service charges etc. levied by the new supplier for the life of the contract;
- v. Cost benefits associated with the above.

	Value	Supporting commentary
Confidence level	75%	The Preferred Supplier has supplied a comprehensive response to our requirements and presented a plan to deliver these. The plan is reinforced with financial incentives for them to deliver on schedule.
Contingency budget	£991k	Calculated as 20% of BCC and 30% of supplier delivery costs sought, plus £217k (10%) for ongoing support charges.

Identified sources of funding (including any shortfall):

- Capital Programme

Estimated programme timescale to deliver:

- The completion date for new systems delivery and full go-live proposed by the Preferred Supplier is **by October 2024**.
- Expected date for programme closure, including decommissioning old systems and infrastructure and post go-live tasks (e.g. Lessons Learned) is Dec-24.

Learning from previous work

For Phase Three (e.g. to date), key Lessons Learned include:

- Staffing and Resourcing – BCC has, in the past, seen projects and programmes fail due to inadequate resources being available / applied. We have mitigated this by recruiting and maintaining an experienced team of seasoned professionals to deliver the programme.
- Supplier responsibilities – BCC has experienced problems where supplier responsibilities have either been unclear or where clear, not enforced. This has seen BCC using resources and funds to cover gaps. We have mitigated this by making the Preferred Suppliers scope clear, baking this into the contract and reinforcing this with financial incentives to deliver and then properly maintain the service.
- Unbalanced contract terms – A number of contracts reviewed during the programme to date have contained unusual terms (such as payment for services in advance), missing standard expected terms (e.g. no “terminate for convenience” clauses) and unenforceable terms (e.g. financial penalties where the bar is set so high / low, BCC can never recover costs in the event of poor performance etc.). We have mitigated this through setting our own contract requirements to address these, and using an established Crown Commercial Services framework agreement, with strong pre-agreed schedules covering performance and availability etc.

Any decisions / endorsements already secured:

- Programme Mandate was approved at Cabinet in Dec-21;
- Programme OBC was approved at Cabinet in Jun-22;
- Cabinet Report approved to continue at EDM 30/11/22.

Total spend to date - Opp costs:	£'000s
Total spend to date - New costs:	£1,600,000

New costs to <u>deliver</u> programme:	£ (BCC) £ (Supplier one-off) £ (Supplier annual charges)
Opportunity costs to deliver programme:	£'000s
Funding required:	£7,538,038
Funding source(s):	Capital Programme
Est. timescale for programme delivery:	Mar-23 – Dec-24

1.0 PROGRAMME BUSINESS CASE

1.1 Overview and context: Vision Statement

Past:

Current Housing IT systems will reach end of life / support in May-24. These are out of date (up to 20 years old), do not fully support our or peer group standard services (e.g. very limited automation and heavy reliance on manual workarounds) are based on disparate, duplicated and sometimes inaccurate data sources.

This hampers service delivery and we have fallen behind comparable public sector organisations, evidenced by our market testing in 2021. The systems are inflexible and have proven to be incapable of changing to meet the growing needs of BCC, except at high costs to us. The systems do not support fully core business activities that we must undertake to deliver critical services (e.g. building compliance, estimation, scheduling, choice based letting etc.).

The current IT systems are not capable of supporting the BCC Digital First strategy, due to age, fragmented nature of the application and database estate, and costs that would be incurred in tactical changes to these.

Transition:

We will replace the current Housing legacy IT systems with fully supported IT Housing system as part of a managed service with a professional delivery partner. This will provide BCC Housing and Landlord Services with the applications and data our tenants / residents and staff need to successfully manage their social housing journeys. We will review and revise current ways of working and adapt to our new IT system such that our tenants / residents are able to access the most appropriate services to their needs in the best way possible.

We will identify and rationalise the data and information we have and begin to use this to inform our future state. We also need to start to grow our use of automation to shift reliance on individuals from 'what they know' to 'what they do' and what technology can do, as well as equipping individuals to better use the information and data available to them. We must become more efficient and to increase productivity without increasing our headcount.

BCC must understand what our tenants / residents want and demonstrate learning from past experience. This will help us to build their confidence in the services we (or are partner) provide and will help us to take our customers on a journey with us as we strive to improve Housing service delivery.

Future:

BCC wants to be an organisation that has developed the capability to source, securely store, share and use knowledge easily and with confidence. We will ensure that this information is more readily accessible to our tenants / residents and staff, to enable better service provision and improve decision making through development and delivery of a new, comprehensive Housing IT system that support our business processes and tenant needs. This will ultimately enable us to drive strategy and to target and prioritise the areas that will deliver best services / best value.

Housing Services will be provided in a variety of ways, with an innovative delivery partner. For some services, we will enable the tenant community to help itself and step back through self-service. We will also improve our ability to strategically deliver services and we will operate at a "whole city" level. Information and plans will be shared and aligned. Staff and leaders will have the technology and supporting competencies they need.

This is a strategic technology change for BCC that will significantly improve our ability to deliver critical services across Housing and Landlord Services

2.0 Strategic fit / alignment to the corporate priorities

2.1 Alignment to corporate theme(s)

The programme aligns to and supports the following themes, As set out in the [Bristol Corporate Strategy 2022–2027](#):

- Theme 2: Economy and Skills (Good Growth and Digital Inclusion)
- Theme 5: Homes and Communities
- Theme 7: Effective Development Organisation

Housing IT provides the tools required to deliver a range of housing services to the citizens of Bristol. Multiple systems are reaching end of contract or end of life. This brings an opportunity to explore and implement the best IT solutions available.

This programme is aligned to our Homes and Communities Priorities for 2022 – 2027, as improvements to Housing and Landlord Services will enable us to continue building and retaining social housing and reducing and preventing homelessness and rough sleeping etc.

We can also support our Development Organisational goals by introducing a single integrated system, which will both enable good governance and tackle manual workarounds, resulting in a high performing and supported housing workforce.

2.2 Background and drivers for change (AS-IS)

The Housing IT Transformation programme (HiTT) was convened in late 2021 to ensure the timely and cost-effective replacement of our current Housing systems and to deliver business improvement and efficiencies alongside this.

Current Housing IT systems will be fully or partially out of manufacturer support in 2024. This means that they as well as a lack of manufacturer support, their present security vulnerabilities and their ongoing use is no permitted by UK government organisations. Some component parts of older systems have already reached this point and their continued use is only permissible whilst a suitable alternative is found – The first major system to reach end of life will be The Current Supplier Click, in December 2023. This is critical to the delivery of repairs and maintenance services.

In addition, current systems have been sourced from multiple suppliers which has led to fragmented and inefficient service delivery processes, where technology is not able to support the best practice that the directorate wishes to follow. We are unable at present to support BCC business and IT strategies, such as Digital First, and are hampered by systems that are not able to comply with current legislation or support our As-Is business model.

Our Housing systems, which range from 8 to 20+ years old, were all at end of contract in May 2022 and core systems supporting critical services will be at End of Life in Dec-23, or will reach this point at the end of our support contract extension in 2024:

- a. Housing management system: current contract ends in 2024. Current system does not fully support business needs and is fragmented and outdated (e.g. physical system rather than cloud-based service) with ongoing data and performance issues;
- b. Housing needs system: under support until 2024 at present and reaching end of life, cannot support current and future expected requirements (e.g. changes to Choice Based, lack of a digital offering etc.)
- c. Asset management system: current contract ends in 2024. System is end of life and no longer sold by the supplier, except as part of a larger new, cloud-based service. Data, reporting and interface issues are ongoing;
- d. Field service management system (inc. scheduling, estimation and costing): contract ends in July 2023 and the system will be as end of life in Dec-23;
- e. Private Housing Case Management & Accessible Homes: current contract ends in 2023. The system is reaching end of life in 2024;
- f. Job costing solution: there is no solution in place, functionality is required to calculate repair job costings and support analysis of value for money and savings opportunities
- g. Building compliance and information: functionality required to meet the new legislative requirements for regulating the safety of high-rise blocks

- h. Digital Services: explore opportunities for improvement, including more opportunities for users to choose self-service. Not available using current, fragmented systems and poor data;
- i. Data and analytics: review options to improve data and analytics and align to the corporate solution, address data issues with quality, consistency and duplication.

The above has been investigated through Soft Market Testing in 2021 and a supplier evaluation / solution investigation exercise in 2022. Both confirm that the above is achievable via a single system / single supplier “software as a service” (SaaS) solution that would support BCC IT and business strategies for service delivery.

The BCC Housing programme solution architecture provides summary diagrams of the available functionality for three Housing Management system vendors:

See “BCC HITT Solution architecture - INTERNAL ONLY.PDF”

It is our intention to replace these systems with modern, industry standard solutions whilst exploiting the opportunities presented by this to bridge current functional and process gaps using modern technology, and to restructure current business processes and practices. This will enable Housing to ensure that it can deliver the most appropriate services in the best possible way, to our citizens, and to do this in the most productive manner possible.

2.3 Where do we want to be / desired outcomes (TO-BE)

#1	Replacement of disparate, end of life / support legacy IT systems with a single, strategic cloud-based Commercial Off The Shelf system for Housing, as part of a fully managed service from our Preferred Supplier.
#2	Migration of multiple data sources to a single operational database, cleansing of this data such that the information itself is correct (current issues removed) and that new source represents ‘one version of the truth’ for Housing.
#3	Updated business processes and Ways Of Working, that will move BCC Housing from bespoke practices to “industry std” used by our peers and inbuilt within the Commercial Off The Shelf (COTS) solution we will be moving to.
#4	Increased productivity and efficiency as BCC embraces the combination of #2 and #3 and is able to deliver services more efficiently and at a lower cost point.
#5	Reduced operating costs as new COTS solution, fully supported by the supplier, requires significantly less / no hands-on BCC IT support. All IT changes will managed via an agreed, supplier-led process.

2.4 Gap analysis

As-Is	Gap Analysis	To-Be
Housing management system	i. Support gap: current support contract ends in 2024. ii. Does not integrate with other systems. iii. Does not fully support Digital First. iv. Difficult and expensive to support (e.g. requires a large, full time in-house support team as well the suppliers support service to maintain it.) v. Current system does not fully support business processes. vi. Performance issues. vii. Data issues – no ‘single version of the truth’, duplication and data loss (due to manual workarounds). viii. Reporting issues: data for reports is often not ‘live’ and several systems and databases need to be bridged manually to deliver key	i. Multiple current contracts replaced with a single contract / single supplier as part of a full managed service. ii. Single integrated system / platform meeting all Housing IT and tenant facing (service delivery needs). iii. Full support for the Digital Inclusion strategy via new digital app for tenants / residents, portals and mobile apps for staff. iv. Off The Shelf, industry std system based on UK Housing best practice and in use with comparable organisations. Change control process in place and lead by the supplier. Controlled and dependent of cost / benefit of any proposed changed. v. New IT mapped with the Preferred Supplier to our revised (To-Be) business processes. New system will meet business requirements as provided by and agreed with BCC Housing and senior stakeholders. vi. Performance managed via a much-improved service level agreement, with penalties for missing availability targets etc.

	line of business (LOB) reports. Ad-hoc capability is limited and manual.	vii. All operational data cleansed and migrated from multiple databases to a new single operational data source. Manual workarounds will be removed. viii. New system / services will include a (new) reporting function for ad-hoc, LOB and dashboard reports. The above apply to all sections within this table.
Housing needs system	As per above Housing Management above, plus: i. Viability gap: End of Life in 2024. ii. Cannot support current and expected future business requirements (e.g. Choice Based Lettings changes).	Specific or key to this system / service: i. Single integrated system / platform meeting all Housing IT and tenant facing (service delivery needs). ii. New system will meet business requirements as provided by and agreed with BCC Housing and senior stakeholders.
Asset management system and Compliance	As per above Housing Management above, plus: i. Current and known future Compliance needs cannot be supported. ii. Ongoing data issues – duplication and data loss etc. Requires a dedicated IT (data) support team to maintain current system.	Specific or key to this system / service: i. New system will meet business requirements as provided by and agreed with BCC Housing and senior stakeholders ii. Data will be cleansed and migrated to the new system. This will be managed and maintained by the supplier as part of the managed service. The new system plus our improved processes and workflows will eradicate the issues re: loss and duplication and remove the need for a dedicated BCC support function for Housing asset data.
Field service management system and Job costing solution (inc. scheduling, estimation and costing): contract ends in July 2023 and the system will be as end of life in Dec-22.	As per above Housing Management above, plus: i. Job estimation has to be done manually. ii. Job costing process in manual and all invoices checked by hand. iii. Majority of job scheduling is carried out manually. iv. No interfaces with larger suppliers for the above – reporting, tracking etc. mostly manual. v. Limited mobile app / system access – no push notifications, job assignment etc. vi. Above app is not available to non-BCC staff. vii. No stock control – BCC does not know what stock its team hold. viii. Analysis of value for money and savings opportunities.	As per above Housing Management above, plus: i. New system will meet business requirements to automate this process. ii. As per (i). iii. As per (i). iv. Technical requirements for the new system include the capability to interface with supplier systems, either via API or Microsoft (AD or federation). v. New system will include new mobile app for BCC field staff and suppliers. This will include push notifications, auto scheduling and diarising of jobs etc. vi. As per (v) above. vii. This has been included as a requirement for the new system. Management use of the information that this will provide and control that it will enable is not. viii. New system will include enhanced and 'real time' reporting capability that will enable the management team to better understand working practices, costs per job etc. and exploit these to improve productivity and reduce costs.
Private Housing Case Management & Accessible Homes	As per above Housing Management above, plus: i. Case Management relating to service requests, private housing licensing, home accessibility adaptations and grants and loans management, as well as lease, rent and related processes for non-std tenants (e.g. vehicle dwellers) requirements should be met by the new Housing Management system.	As per above Housing Management above, plus: i. Specific requirements have been gathered, synergies with Housing identified and included within our requirements for the new system.
Building compliance and information	As per above Housing Management above, plus: i. Current system cannot support legislative requirements, post-Grenfell,	As per above Housing Management above, plus: i. Specific requirements related to compliance have been included and the new system will meet these.

	for regulating the safety of high-rise blocks.	
Digital Services	As per above Housing Management above, plus: i. Self Service – current system does not offer / cannot support a self-service app for tenants / residents. This must be the primary means by which tenants / residents' access std housing services (e.g. repairs and rents) in the future and is key to the success of automation and a significant Evalue in cashable benefits and savings. ii. Digital services portal (tenants / residents, web) – in addition to and supporting the above, for more complex interactions where a mobile app may be insufficient / tenants / residents who do not have a smartphone. iii. Digital services portal (contractors, web) – for external suppliers, to interact with BCC and for digital submission of invoices, confirmation of payments etc.	As per above Housing Management above, plus: i. New, digital Housing app will be delivered by the new supplier. This is a critical deliverable and will cover rents, repairs, maintenance in the first instance. Requirements also include a chatbot and FAQs for support, as well as an instant messaging function. ii. New revised web portal for tenants / residents and citizens, with new and updated forms, that will improve service delivery and service management. iii. As per (ii) above but focused on our suppliers. Will include new functionality that enables them to submit invoices on line, using an automated process to replace the current manual, paper based way of working.
Data and analytics	i. Fragmented and disparate data sources that complicate reporting, limited ad hoc capabilities and no (live) dashboards available. ii. Data quality issues inc. duplication and loss related to the above. iii. Manual, people and cost-heavy ways of working that have evolved to address the above. iv. Dedicated IT / data support teams required to maintain the above.	i. Data cleansing and migration to a new single operational data source will be delivered by the programme, alongside enhanced reporting capabilities and tools. ii. Data cleansing and migration to a new single operational data source will improve data and analytics, align to corporate data strategy and address data issues with quality, consistency and duplication. iii. The above will support process automation and remove the need for manual data cleansing and report building. iv. Support time needed will be reduced as a result of the above and system support for apps and data will be provided by the supplier as part of a fully managed service. Dedicated BCC resources will not be needed.

2.5 Relevant lessons learned

1. In the past, BCC Housing has procured its own technology, using Best of Breed systems and suppliers:
 - This has led to a disparate and fragmented technology platform, with numerous support, performance and compatibility / interface and data issues.
 - Market testing has identified a number of suppliers who provide single platform, modular housing systems to our peers, which meet all our core requirements.
 - These are the suppliers, whom we have already met with and discussed our requirements and plans, that will take part in our competitive procurement exercise.
2. Previously, BCC Housing has procured systems and applications which have then been heavily customised to meet the perceived needs / culture / preferred ways of working of the Housing And Landlord Services:
 - This has seen us fall victim to long and expensive lead times to deliver these systems and applications, and has led to a 'move the mountain' rather than a 'move to the mountain' approach to technology.
 - As a result, technology has been heavily customised or built to spec (bespoke). These systems and applications, which adhered to the current strategy and practice, have proven difficult and costly to support, which has led to poor user perception of the delivered end products.
 - The previous approach as above has seen systems developed as silos and not in concert, leading to a number of functional and technical shortcomings, which have impeded the abilities of our staff to deliver services, in some cases seriously.
 - To mitigate this, we will only consider proven, in live use COTS (configurable, off the shelf) technology for the Housing systems element of our programme. Bespoke IT systems will not be considered or used.

- System customisation will not be allowed (it is rarely offered as a supportable product by the suppliers, in any case), configuration will be limited and we plan to adopt a market leading, peer used technology platform, based on Best Practice Housing Service processes.
 - Delivery will be supported by a comparable focus on business process change, change management and training and education.
3. When conducting large / complex project and programmes in the past, BCC has underestimated the time, resources and costs of delivery:
- Recent experience shows that some BCC projects have required additional funding, scope changes and have missed milestones due to a reticence to ask for what seemed like large amounts of money, people and long timescales.
 - As a result, dis-benefits have emerged during delivery that have reduced or removed project benefits, with quality, cost and time milestones compromised.
 - To mitigate this, we have used an existing BCC model to estimate the costs in this business case. These have been used successfully by other projects and use a mix of known internal and estimated supplier / freelancer costs based on available rate cards etc.
 - Further mitigation could be achieved through use of external expertise and we would strongly recommend that Procurement and Change consider re-engagement of Gartner or similar. This would enable objective evaluation of project proposals, costs and timelines versus market averages and real world, comparable examples.
4. When negotiating new agreements and extensions, BCC has not always benefited from the use of standard public sector or commercial frameworks and their enforcement:
- Recent examples include a contract where the supplier removed a standard clause re: Termination For Convenience. This will see BCC bearing higher costs when the contracted service is no longer required but will support charges still need to be paid;
 - Also two new agreements where the award was made without a 'cooling off' period and where the winning suppliers proposals have subsequently been called into question re: fitness for purpose. This has compromised the ability to re-tender or terminate.
 - We are mitigating the above through use of the most appropriate Crown Commercial Services framework and lot for the Housing IT services that BCC is seeking. This includes pre-agreed contract schedules that will avoid the issues noted above.
 - In addition, the procurement process is being run by a dedicated, professional procurement manager fully supported by the BCC in-house team and internal legal counsel. We will also be seeking legal assistance on the completion of the contracts prior to signing.

2.6 Any changes since last approval

The programme has completed the planned Procurement stage and identified a Preferred Supplier, NEC Software Solutions UK Ltd ("NEC").

3.0 Programme Definition

3.1 Overview of the Programme

The Housing IT Transformation Programme (HITT) was convened in late 2021 to ensure the timely and cost-effective replacement of our current Housing systems and to deliver business improvement and efficiencies alongside this.

Our Housing systems range from 8 to 20 years old, were all at end of contract in May 2022. This has been extended until May-24 (The Current Supplier systems), when several will reach end of life and must be replaced. Our main Workforce system (The Current Supplier CLICK) reaches end of life in Dec-23 and must also be replaced. These operate alongside a number of smaller, supporting systems which are equally old / inefficient and expensive to maintain such as CDP, RentSense etc.

Current systems procured under the now outdated concept of “best of breed”, were sourced from multiple suppliers. This led to fragmented and inefficient service delivery processes, where technology is not able to support the Best Practice that the Service wishes to follow. In addition support was complex, expensive and a high cost – high maintenance middleware solution was needed to connect them (where this was indeed possible).

The above has led to the current position where Housing Services are unable to support BCC business and IT strategies, such as Digital First. The Service is also hampered by systems that are not able to comply with current legislation or support our As-Is business model or our preferred Ways of Working and optimal To-Be process.

Several legacy systems which deliver Critical Services will also be partially out of manufacturer support in 2023-24. This means that the system, applications and databases are no longer supported and present security vulnerabilities: ongoing use is no permitted by UK government organisations making early replacement vital for BCC. Some component parts of older systems have already reached this point and are now in final, extended support.

Continued use of the above is only permissible within UK govt whilst a suitable alternative is found.

It is our intention to replace these systems with modern, industry standard solutions whilst exploiting the opportunities presented by this to bridge current functional and process gaps using modern technology, and to support re-alignment of current business processes and practices. This will enable Housing to ensure that it can deliver the most appropriate services in the best possible way, to our citizens, and to do this in the most productive manner possible.

The programme commenced procurement in Sept-22, and we expect to complete this in Nov-22, with a Preferred Supplier identified by end-Dec-22.

3.2 Options Appraisal

Options Appraisal was presented to Cabinet on 7th June 2022 and approved.

Our recommendation, that the programme be allowed to identify a suitable supplier to deliver new services, systems and transformational change and to contract with them, was accepted and the OBC approved by Cabinet. This has now been completed, a Preferred Supplier identified, and the programme is now ready to proceed to Phase Three (Delivery).

The summary (updated to include expected, proposed Preferred Supplier costs) is below. For more details, please see pages 23-37 of the [Outline Business Case](#).

Preferred option	Option title	Outcome #1: New Strategic Housing System & tools	Outcome #2: Updated To-Be business processes & practices	Outcome #3: New digital citizen facing service delivery	Outcome #4: Single, cleansed & accurate operational database	Risk level	Total New Costs (22/23) £'000s	FY 23/24 & 24/25	Ongoing costs (annual S&M)	Confidence level (%)	Equalities Impact
☐	1 Do Nothing	N	Partial	N	N	H	£380,000	£694,000	£5,860,000	75%	Neutral
☐	2 Direct Award to an Existing Supplier (Do Something)	Y	Y	Partial	Partial	M	£1,398,318	£3,950,714	£5,860,000	50%	Positive
☒	3 Competitive Tender to Identify and Appoint a Preferred Supplier (Do Everything)	Y	Y	Y	Y	M	£1,398,318	£4,621,375	£2,831,893	75%	Positive

3.3 Programme scope

Housing IT provides the tools required to deliver a range of housing services to the citizens of Bristol. Multiple systems within Housing IT will reach end of contract or end of life, by May-24 at the latest. This brings an opportunity to explore and implement the best IT solutions available. To manage these opportunities, The Housing IT Transformation Programme (HITTP) commenced in Jan-22.

The purpose of the Programme is to enable change and put in place tools that will allow Housing and Landlord Services to enhance service delivery, achieve efficiencies and improve working practices. This will support the wider aspirations of Moving Forward Together, of which this Programme is part.

The HITTP Programme will explore options to replace end of contract applications and to deliver un-met business needs and requirements including:

- i. Housing Management systems: current contract ends May-24 (extended for two years from 2022);
- ii. Housing needs system: current contract ends May-24 (extended for two years from 2022);
- iii. Asset management system: current contract ends May-24 (extended for two years from 2022)
- iv. Field service management system (scheduling): contract ends in July 2023 and the system will be reaching its end of life. Support will be extended in line with the above.
- v. Private Housing Case Management & Accessible Homes: the system is reaching the end of contract and end of life as per (i) above;
- vi. Job costing solution: there is no solution in place, functionality is required to calculate repair job costings and support analysis of value for money and savings opportunities;
- vii. Building compliance and information: functionality required to meet the new legislative requirements for regulating the safety of high-rise blocks;
- viii. Digital Services: explore opportunities for improvement, including more opportunities for users to choose self-service;
- ix. Data and analytics: review options to improve data and analytics and align to the corporate solution.

Fig #3: technology scope as defined by As-Is systems, Feb-22; **REDACTED**.

There are multiple systems reaching end of contact or end of life, plus gaps in functionality that need solutions. Due to the number of different requirements, there will be multiple projects and project teams within the Programme. As a result we will secure additional, time-limited resources to resource this work. The costs identified are to resource these teams.

The Programme will be overseen by a programme board, with representatives from multiple areas of the organisation, including Change Services, Housing and Landlord Services, ICT, Finance, Audit, Legal Services and Procurement Services.

4.1.1 Current Housing IT Systems and Services

Our housing services above are underpinned by a suite of business-critical systems. This includes four systems procured over the last 15 years and now owned by The Current Supplier. These are core systems supporting Critical Services, as follows:

1. Cx Housing – Housing management system was added to Bristol's estate in 2015 through a competitive process for the replacement of its housing management system. A 5+2-year contract with The Current Supplier was secured through a Local Authority Software Applications (LASA) framework. Workarounds have made the system fiddly and not easy to use, perhaps due to the configuration.

2. The Current Supplier APP – used in Housing to manage private landlords and their properties, but more widely used across BCC as a pure case management system. This is heavily used by Regulatory Services in particular. Support is as per (1) above. Current version has functional gaps and is reaching the end of life.
3. Keystone Asset Management – The application was initially procured to meet the requirements of the Housing Health and Safety Rating System (Housing Act 2004) in 2005 and help the council assess condition of its housing stock. It holds asset data, safety records and replacement dates for investment planning.
4. Abritas – Procured and implemented as Choice Based Lettings module in 2008 for Bristol City Council and over 14 housing associations. Abritas issued to advertise and select tenants / residents for vacant properties.

The above are supported by a dedicated Housing IT Team, now moved into the wider BCC IT Service under Common Activities, but still funded by Housing. In addition, there are dedicated technical resources within H&LS who are fully engaged bridging reporting, data and systems gaps (e.g. data team within Asset Management).

In addition:

5. BCC uses a The Current Supplier system called Click to support our maintenance teams and their delivery of key services to tenants / residents. This system is not integrated with our core housing systems mentioned above, which necessitates time consuming and unproductive workarounds. In addition, the current version / system deployment has significant functional shortfalls where it cannot properly cost jobs or schedule these automatically.
 - a. This has been supported by a small IT team within Workforce, now moved to the wider IT Service. but still funded by HRA. Additionally, a number of Business Process Analysts have become involved in ad hoc systems support.
6. We have also identified a peripheral system, CDPSoft which also reaches end of contract in May-24. This is used within Housing Needs but is not integrated to our core housing systems. Again, this necessitates time consuming and unproductive workarounds and does not support the As-Is business functions.
7. Life Ray is the existing tenant portal which will be fully replaced as part of a new Digital app / portal, by the Delivery Partner.
8. Multiple other tactical systems also in use and continuing to be identified, will be replaced with the new IT system. These includes VoiceScope, Essendex, Sava.

Also, **RentSense** is an existing, tactical, application that identifies poor payers / missed payments. We hope to replace this with the new capabilities provided by the Preferred Supplier, to be confirmed that this is the case during planning and design. RentSense is not within scope however **NEC** have signalled that their native technology could perform the same tasks. This cost saving has not been included in our benefits statement at present.

It is many years since we explored the market to identify the best possible software solutions for delivering housing services. This is a key factor in the decision to extend the support for our current housing IT systems in the short term, whilst carrying out an IT transformation programme that will manage a competitive procurement process. We need to ensure that our suite of systems enable both our aspirations for delivering high quality services, and compliance with financial and business practices. We aim to do this in the most cost- effective way whilst also ensuring flexibility to extend the arrangements if needed or to give notice on the contract.

NB: It is important to note that the burning platform issue facing Housing is that all its critical service supporting systems reach End of Support in 2024. All except The Current Supplier CX, will be End of Life by that point and must be replaced. In addition, these are not currently capable of meeting regularity and legislative requirements for social housing and are already non-compliant.

4.1.2 Business change and transformation

As a consequence of the replacement of old and outdated systems, business tasks and roles will inevitably change. We will be uplifting our technology from a baseline that will be over 10 years old when it is replaced, and the new systems will bring with them a much greater degree of automation. Whilst this may result in seismic changes across

Housing, it should be recognised that a number of manual tasks will be replaced and the roles covering this task released for re-deployment.

At the time of writing, this work has not yet started, except with the exception of some business and technical requirements clearly specifying a desire to replace workarounds with more automated systems. Please see section 3.6 (Benefits) for more information.

4.1.3 Phase Three Scope Summary

In Scope for Phase Three	
These are, in summary, products that this proposal will seek to deliver and the teams/services/user groups that we anticipate may be impacted by the change. To ensure that we identify what should be included and integrated in an effective future state design, the BCC Processes, Organisation, Technology and Information (POTI) model has been used:	
• Technology, buildings, IT systems and tools, equipment and accommodation (the decommissioning of the existing technology, buildings, equipment etc should be considered). ➢ The programme will deliver a new Housing IT system, moving from multiple applications to a single technology platform. ➢ This will include data migration and cleansing, a new digital front end and tenant self service functions as well as new tools (inc. reporting, mobile and office applications) for staff. • Information and data required for the future business operations and performance measurement. (Consider the current quality of existing data/information and any data cleansing and/or data migration activities that will be necessary as part of the programme). ➢ Current data is spread across multiple databases and of indifferent quality. The programme will cleanse and migrate all operational data to the new Housing system. This data will be accurate and updated in real time. ➢ There are currently no formally agreed data owners within BCC Housing. These are required by UK GDPR – the programme will identify Housing data owners and ensure that they are aware of their responsibilities. ➢ Accurate reporting is not always possible without manual intervention and it is not possible to easily obtain a single view of all records related to a tenant or asset. The programme will deliver clean data and new reporting functionality to address this shortfall. ➢ Duplication and data loss are an ongoing issue within Housing, exacerbated by manual interventions where multiple versions of data are created / maintained. The programme will address this by delivering a “single version of the truth” within a single operational dataset. • Processes and business model including performance metrics ➢ The programme has developed a To-Be model for the functions affected by the new Housing system. We have worked with the Preferred Supplier to ensure that Aspirational has become Achievable and that their Best Practice (for which their technology has been designed), has been included. This ensures that we will move towards To-Be and not customise systems and processes. ➢ Performance metrics related to the self-service have been estimated in the Expected Benefits section. ➢ Whilst the programme will re-train and realign resources, we will not deliver large scale organisational change. As such, service delivery performance metrics are out of scope, with the exception of self-service. • Organisational structure, staffing levels, roles, culture and skills ➢ The programme has a comprehensive plan to deliver training and operational changes that have been identified and agreed as being in scope. This encompasses all service delivery areas within Housing. ➢ This approach was reviewed and agreed by the programme board 26/9/22. ➢ Organisational change opportunities will be reviewed as part of the programme’s Benefits Review Group and passed to Commo Activities for action, where appropriate and agreed.	

Out Of Scope for Phase Three	Any risks/consequences associated with “Out of scope” items
Any systems or business processes (and related change management) that are not listed in this document or our project and programme mandates as being within scope, will not be	None at present. The scope of the programme has been assessed at a more granular level and related or dependent systems and processes added to it’s scope (for example: CDPSoft).

included. Business change outside of the Housing Service is specifically excluded. Extension of current contracts for Housing IT systems – these remain with their current owners and budget holders. They have been made aware of the programme timeline. Any proposed changes to this will be subject to Change Control, financial impact assessment and funding (where needed) and approval to change the scope given by the programme board.	
Decommissioning of Legacy Systems and related infrastructure	The programme will replace all systems functionality where this is still required and migrate all data to the new system and data lake. Physical decommissioning of legacy systems remains the responsibility of the contract owner, and will follow the plans set out within the supplier agreements.

3.4 SMART Programme objectives

We will have succeeded when the programme has:

- a. Identified a Preferred Supplier and entered into an Agreement with them for the provision of the services needed by Housing, to meet their requirements;
- b. Documented the Aspirational To-Be model with the business and defined the Achievable To-Be model with the business and our Preferred Supplier;
- c. Built, tested and delivered a training and change plan that realises the benefits identified in the above;
- d. Successfully replaced the legacy Housing applications, systems and databases with a single, unified system having cleansed and migrated all operational data to this, trained and transitioned staff to new / revised ways of working.
- e. Delivered the Benefits as set out in this document.

4.1.4 Current SMART Objectives – Phase Three:

	Specific	Measureable	Achievable	Relevant/Realistic	Timebound
1	New Housing systems platform, single operational database and updated business processes ("Future State").	i. Replacement systems for current services ii. New systems for new / updated business processes iii. Replacement / new systems for new areas (e.g. cross-BCC case management)	a. Soft market testing in 2021 identified systems are which will meet our needs. b. A Supplier & Solutions Investigation in 2022 confirmed that approx 10suppliers can provide systems and act as our delivery partner to ensure that the technology and change goals are achieved.	a. Soft Market Testing in 2021 and Supplier & Solutions Investigation in 2022 confirmed that the programme outcomes are achievable.	a. Delivery by May-24 wherever possible
2	Identification and appointment of a single delivery partner, for the above and using a single, modular technology platform.	i. A competitive procurement process, using an appropriate govt framework will provide us with a realistic plan and complete audit trail.	a. A robust plan to complete the procurement (identify the Preferred Supplier) by end-Nov 2022. b. This has been supported / accelerated by early engagement with key suppliers in early 2022.	a. Soft Market Testing in 2021 and Supplier & Solutions Investigation in 2022 confirmed that the programme outcomes are achievable.	a. Preferred Supplier will be appointed at the conclusion of the procurement exercise, by Dec-22. b. Delivery by May-24, wherever possible.
3	Delivery of the future state – new technology, business processes, change management and on-boarding etc.	i. As-Is gap analysis, requirements gathering and To-Be model construction has been instigated to identify changes that will be beneficial to BCC.	a. Requirements gathering completed as planned Q2 2022. b. As-Is analysis and mapping will complete as planned in Q3 2022. c. To-Be mapping and Gap Analysis will complete as planned in Q4 2022.	a. Change planning will involve working closely with our business stakeholders to devise an achievable plan that delivers highest possible business benefits.	a. Some elements of the change plan will need new systems in place to complete delivery. b. Delivery by May-24, wherever possible.
4	Business change and transformation – delivering re-training and re-alignment of	i. Informed by the agreed To-Be model, a plan to deliver re-training and support 'coal face' business changes (e.g. 'working day').	a. To-Be model drafted by 30/10/22 with the business then reviewed and agreed with the Preferred Supplier (Aspirational to Achievable).	a. Final To-Be will be built with the business and supplier. b. Proposed model will be subject to review and approval by the programme board.	a. To-Be completed and approved by Feb-23; b. Change plan agreed and approved by Mar-23;

	roles. Supporting re-allocation of staff where appropriate.		b. BCC will move towards the suppliers systems and Best Practice and not vice versa.		c. Delivery in line with the Implementation Plan, that will be agreed with the Preferred Supplier in Q1 2023.
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3.5 Project portfolio – the projects or workpackages that will feature in the Programme

ID (If known)	Project (or Work package) name	Named Lead	Key deliverables	Estimated delivery (Or prog tranche for delivery)	Assoc. prog objective/s #ID (Section 3.4.1)
21EN625.9	Case Management inc. Private Housing, Accessible Homes	Project Manager #1	Single Housing system and fit for purpose applications New reporting tools: Line of Business, ad-hoc and dashboards Cleanse and migrate operational data Improved business processes for service delivery	Phase Three – Delivery (Mar-23 – Oct-24 est.)	Section 3.4.1 Objectives #1 - 4
21EN625.1	Housing Management	Project Manager #2	Single Housing system and fit for purpose applications New reporting tools: Line of Business, ad-hoc and dashboards Cleanse and migrate operational data Improved business processes for service delivery	Phase Three – Delivery (Mar-23 – Oct-24 est.)	As above
21EN625.6	Workforce Scheduling and Costing, Repairs and Maintenance	Project Manager #3	Single Housing system and fit for purpose applications New reporting tools: Line of Business, ad-hoc and dashboards Cleanse and migrate operational data Improved business processes for service delivery New mobile applications for field teams Interface to self-service system / app	Phase Three – Delivery (Mar-23 – Oct-24 est.)	As above
21EN625.2	Housing Needs Register	Project Manager #3	Single Housing system and fit for purpose applications New reporting tools: Line of Business, ad-hoc and dashboards	Phase Three – Delivery (Mar-23 – Oct-24 est.)	As above

			Cleanse and migrate operational data Improved business processes for service delivery		
21EN625.8	Digital Services, Data and Reporting	Project Manager #4	New tenant facing portal Tenant self-service app for Housing Services Single Housing system and fit for purpose applications New reporting tools: Line of Business, ad-hoc and dashboards Cleanse and migrate operational data Improved business processes for service delivery	Phase Three – Delivery (Mar-23 – Oct-24 est.)	As above
21EN625.3	Asset Management & Compliance	Project Manager #2	Single Housing system and fit for purpose applications New reporting tools: Line of Business, ad-hoc and dashboards Cleanse and migrate operational data Improved business processes for service delivery	Phase Three – Delivery (Mar-23 – Oct-24 est.)	As above

3.6 Benefits Map

The Programme will replace outdated, inefficient and unsupported technology with a new, fit for purpose system as part of a fully managed service from our Preferred Supplier **NEC**. This change will support our three key technology objectives for the Programme, which will in turn support non-tech change within the organisation, and allow us to realise the benefits set out below. These objectives can be summarised as:

1. **Digital** – provision of tenant facing self-service platform (portal and app) that will be our primary means to offer services out to tenants / residents and citizens. The new system will be location agnostic and provide mobile access for staff, with a secure connection to the full system. New mobile applications will meet the specific service delivery needs of our staff, support their roles, and be device agnostic.
2. **Data** – cleansing of our current operational data to remove issues related to duplication and quality, and migration of this to a single data source to create 'one version of the truth'. Removal / replacement of manual process, increasing efficiency and mitigating the current data loss issues. Improved reporting via a new tool, including line of business (LOB), ad-hoc and dashboards based on accurate and up to date data. Ongoing use of the data lake as the Housing data archive.
3. **Automation** – use of the new Housing IT system to automate currently manual processes, wherever possible. This will support **Digital** by integrating end-to-end processes within the new system e.g. service requests can be automatically processed, estimated and costed then resources etc. signed. In addition, we will deliver a To-Be model that sets out optimum business processes for key areas affected by / able to benefit from the new Housing IT system.

Programme benefits will be driven by three major changes to the current Housing Services IT provision:

- i. **Fully Managed Service:** HRA currently funds a number of roles and support services which are dedicated to the legacy technology currently in use. These services and roles will change, reduce and may be removed once the new system is live. In addition, there are a number of support activities within Housing which will no longer be needed, for the same reasons. These include roles dedicated to addressing current issues with data and reporting, which the programme will remove via new technology and applications.
- ii. **Automation:** Housing currently employs a number of manual processes to support and deliver key services, where our peer group now utilise better technology to automate these. The new technology that the programme will deliver will enable BCC to automate more elements of Housing Services delivery. This will improve services to the tenants / residents of Bristol through greater efficiency (e.g. expedite delivery) and increased productivity as technology enables staff to do more, moving from hands-on service delivery models to oversight and management by exception.
- iii. **Self Service:** BCC currently has a very poor digital offering, in comparison to its peer group. It offers a very limited range of services through its website, nothing through other digital channels and is heavily reliant on a people-centric telephony contact and support model. This is not able to deliver services to or interact with our tenants / residents in the most effective and cost efficient manner, leaving us unable to deliver best services in the most appropriate way. We are running significantly behind our peer group and other service providers in this respect. The Programme will address this and deliver self-service capabilities for key housing services to our tenants / residents, providing better and immediate access to core services such as repairs and rents via a digital platform, supported with better mobile applications and system access for our staff. This will also drive efficiencies and benefits throughout our back-office as processes are streamlined and re-aligned to support digital channels as the preferred method of service delivery and (initial) contact with tenants / residents.

In addition to the above, process reviews underway as part of our Future State (To-Be) activities have identified opportunities for wider business change (e.g. Re-Allocation and Re-Organisation of staff, teams etc.). These are being presented to Common Activities for their consideration: potential savings etc. linked to these are not presented in this document, as further investigation by a non-IT project is required.

4.1.5 Caveats and Assumptions

Please note that the tangible benefits set out in this benefit map will not be realised by the programme in its current lifecycle. These benefits require programme delivery to complete before they can be realised, as they are dependent upon new technology, new / revised processes or both. Delivery of this will be assigned to owners by the programme and formally handed over once the new Housing IT system is live. We expect that the current delivery team will be largely stood down once Phase Three is complete (Implementation).

Please also note that all financial benefits and savings can only be delivered once the new system is live and established and are not expected to take effect until Year Two of the new contract. Benefits and savings will then be delivered over the life of the contract.

4.1.6 HITT Benefits Map – November 2022

“A detailed outline of our benefits realisation strategy, including owners and timelines, can be found in section 4.4 below.

NB: we have used the standard BCC benefits expected, as given in the Change Directorates Benefit Map:

- Items **In Bold** are relevant to the Enabler noted;
- Items ~~struck through~~ are not relevant to the Enabler noted.

Benefit ID	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
BEN01	<u>New IT system for Housing – current applications will be replaced with Single System.</u>	This will meet BCC requirements and represent a significant step forward: as such it underpins all other benefits and opportunities. The new system will fully support the current known processes and those being reviewed and revised by the analyst team at present. We expect that ‘out of the box’, the new system will better support the current Housing teams and deliver substantial benefits (pre-change management) by addressing the main technical issues which the current multi-system / multi-supplier approach has caused. In addition, new tools that will automate a number of our key (but still manual) processes such workforce scheduling, will quickly improve efficiency and increase productivity.	Reduced costs Income/ revenue generation Reduced pressures Cost avoidance	Reduced cycle/ process time Reduced response time Environmental (e.g. reduced Carbon)	Improved reputation Improved staff satisfaction Improved customer satisfaction Increased awareness Reduced risk
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		

	Modern, up to date and fully supported systems. Full support for business processes. Reduced support overheads. Support for Digital First. Increased productivity and efficiency. Improved service delivery for tenants / residents.	Potential resistance to change from Housing IT and Support teams, as the fully managed service supporting our new housing IT system changes Working Day activities for staff.	Cannot be realised until the programme has delivered: resources must be retained to support the old systems. <i>Redacted – operationally sensitive information.</i>	Ability to deploy To-Be processes for service delivery, supported by new IT. Improved response times due to automation and digital access to services (for tenants / residents, citizens as well as staff). Support for Carbon Reduction goals – less paper, reduced used of energy consuming IT infrastructure.	Frustration with current system will be removed, manual workarounds replaced with fit for purpose IT. Improved service delivery processes leading to SLA being met / exceeded for tenants / residents and citizens. Reduced Risk of failure, less downtime and (un)scheduled maintenance.
BEN02	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
	<u>Tenant Facing – better access to services / improved service delivery via a new digital service delivery platform.</u>	To include a much-revised tenant front end portal, which support their access to Housing services online and reaches far more user groups that before; We will deliver a mobile app that enables tenants / residents to get rapid access to some of our most used services (e.g., repairs and maintenance) and to fully self-serve many of these. This will lead to less calls and tenants / residents spending less time On Hold; As above but for field teams, we'll be delivering device-agnostic access to the 'back end' systems, giving staff apps and browser-based systems that mean they can get to what they need, wherever they are via phone, laptop, tablet. This will also support improved service delivery.	Reduced costs <i>Income/ revenue generation</i> Reduced pressures Cost avoidance	Reduced cycle/ process time Reduced response time <i>Environmental (e.g. reduced Carbon)</i>	Improved reputation Improved staff satisfaction Improved customer satisfaction <i>Increased awareness</i> Reduced risk
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		
	Improved service delivery via new digital app and improved online portal for Tenants / residents. Support for Digital First, alignment to BCC strategy.	Potential resistance to change from Workforce and CSC teams, as automation and reduced Housing	<i>Redacted – operationally sensitive information.</i>	Automation of current manual processes leading to reductions in cycle / process time for	New digital front end that lifts BCC above its peer group. Immediate access to key services for tenants /

	Reduced report-resolution time. Supports automation of Workforce processes for Repairs and Maintenance. Support automation of workflow processes for Private Housing Licensing.	calls and emails change Working Day activities for staff.		internal support activities and tenant facing services. Improved response times due to automation and digital access to services (for tenants / residents, citizens as well as staff).	residents via apps and portals. Less staff frustration as manual workarounds, incorrect data and inefficient technology are replaced. Reduced Risk of failure, less downtime and (un)scheduled maintenance.
BEN03	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
	<u>Data – single version of the truth. Cleansing and Migration of operational data to a new, single data source.</u>	BCC, lead by the Preferred Supplier will be cleansing the current housing data, removing duplicates and migrating clean, quality assured data to a new operational data source. This will remove current issues re: duplication and data loss, as well as providing data sources that will be updated in real time and improve management reporting, service management etc. This will provide BCC with a comprehensive dataset for all tenants / residents and assets, unifying our currently fragmented databases. Data quality is a real issue for Housing with implications across systems – addressing this will be a significant benefit to BCC.	Reduced costs Income/ revenue generation Reduced pressures Cost avoidance	Reduced cycle/ process time Reduced response time Environmental (e.g. reduced Carbon)	Improved reputation Improved staff satisfaction Improved customer satisfaction Increased awareness Reduced risk
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		
	Data will be fit for purpose with duplication and data loss issues resolved. Cleansed data will support more accurate, real time reporting. Data will be auditable and fully traceable.	Potential resistance to change from Housing Data and Support teams, as cleansed data and improved reporting functionality change Working Day activities for staff.	<i>Redacted – operationally sensitive information.</i> Cannot be realised until the programme has delivered: resources must be retained to support the old systems.	Improved Management reporting. Live data and ad hoc reports to support service delivery and management. Support for carbon reduction goals – less paper, reduced used	Current data duplication and accuracy issues removed. Data loss risk (manual data management) fully mitigated.

				of energy consuming IT infrastructure.	
BEN04	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
	<u>TCO (Total Cost of 'ownership') reduction for BCC, in comparison to the current Housing systems and support model and Value for Money (VfM).</u>	We have procured a Fully Managed Service from our preferred supplier: this was a Must Have. We can expect this to be cloud based (no / very little on premise tech) and don't expect to be providing dedicated BCC technical staff to support the system itself. This should reduce operating costs. Other <u>expected</u> benefits include: Improved Charging model – FMS suppliers typically charge quarterly in arrears and based upon usage of the system, which should see a reduction versus the Per Seat fixed price cost model. Also removes the need for BCC to pay for Housing IT annually in advance as it currently does. Cross charging for non-HRA –model above will enable BCC to accurately levy cross charges versus the current situation where HRA funds IT for a number of GF roles and services (e.g. Public Health for Case Management etc.). Stock Control – Requirements for the new system include stock monitoring and include accurate reporting tools that will enable managers to reduce / prevent over allocation and wastage, and the associated costs.	Reduced costs Income/ revenue generation Reduced pressures Cost avoidance	Reduced cycle/ process time Reduced response time Environmental (e.g. reduced Carbon)	Improved reputation Improved staff satisfaction Improved customer satisfaction Increased awareness Reduced risk
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		
	BCC will be able to evidence that it's new Housing IT provides the best possible services at the optimum price: VfM. Support services for IT will be simplified and costs will reduce (see other sections in this table). New systems will be "Stable, Secure, Scalable".	Changes may disrupt the current IT and Housing support teams.	See Section 3.6 for costs comparison, new vs. old and associated benefits.	Improved stock control and management reporting. Cross charging non-HRA users of the HRA system.	Enhanced reputation amongst our peer group as services and technology improve. Staff morale improves as fit for purpose, process aligned IT is rolled out.

					Customer satisfaction lifted when TCO savings are public – lower costs and less waste in a time of tight purse strings.
BEN06	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
	Support Model and SLA – fully managed service (FMS) model	The new proposed SLA represents a considerable improvement on the current service and support agreement. Availability time is higher, response times quicker and down time (inc. maintenance) much shorter and it's clear that the supplier is responsible for end-to-end support and maintenance; This also includes an enforceable Service Credits regime where service costs for BCC reduce should performance fall below the SLA set levels. If recent outages were repeated in the new world, there would be financial compensation for this; The new support model is also predicated on the Single Supplier model – we will only engage with the primary service provider, and they are responsible for meeting the SLA, including managing any third parties, sub-contractors etc. BCC will not need to pursue different providers, with differing SLAs in order to ensure that the new systems are available and performant.	Reduced costs Income/ revenue generation Reduced pressures Cost avoidance	Reduced cycle/ process time Reduced response time Environmental (e.g. reduced Carbon)	Improved reputation Improved staff satisfaction Improved customer satisfaction Increased awareness Reduced risk
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		
	FMS will remove the current support burden from Housing IT (dedicated team at present), with all non-training / FAQ support provided by the supplier. All changes subject to change control – this will be chargeable and must show a clear cost benefit.	Current BCC model is that contract owners manage the contracts themselves. We would recommend that this is made the responsibility of a Service Manager. This role / function would then objectively manage Agreements for BCC. There may be cost associated with this although it could be resourced from roles reduced as a result of the new FMS for Housing IT.	Greater availability of systems delivered as part of a fully managed service, policed by an SLA with financial penalties for missed targets.	Service Credits – value cannot be currently calculated. Improved system availability will help improve cycle and processing times. Up to date technology that support our Ways of Working will	Visibility of the SLA and also of penalties when this is not met. Better access to services provided by IT with much greater availability.

	Significantly reduced allowed downtime within the new SLA: availability increased to over 99% Significantly improved support services: response times for issues etc. reduced by 50% from current. Financial incentives regarding system and support service improvements: enforceable and tangible service credits regime to encourage high performance. Current agreement includes such long service delivery targets, credits are almost impossible to recover.			support response time improvements.	
BEN07	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
	<u>Improved finance Interface and ‘single route’ to (some) services – improved cost control through tighter processes for service delivery.</u>	Example: Repairs and Maintenance spend, which has not passed through existing Housing systems (Cx or CLICK) for this. Figures quoted for this are approx. £2m in the last FY (or approx. 33% of total R&M spend). The new system will push all R&M (repairs and maintenance) jobs through a single system, via a single interface with Finance. This will allow BCC to see which of this spend is allocated to projects, non-standard works etc. and ensure that costs are correctly allocated. This will be replicated across all services where charges are applicable or spend incurred.	Reduced costs Income/ revenue generation Reduced pressures Cost avoidance	Reduced cycle/ process time Reduced response time Environmental (e.g. reduced Carbon)	Improved reputation Improved staff satisfaction Improved customer satisfaction Increased awareness Reduced risk
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		
	Currently, costs can be allocated to Housing outside of the Housing Systems. Approx 30% of current costs allocated to Repairs and Maintenance has not passed through the current systems. This will be properly allocated to the correct cost centres. Current Finance interface / Housing system do not allow almost-live or ad-hoc updates. Although some data will remain historic (e.g. rent payment	None	<i>Redacted – operationally sensitive information.</i> Costs will be correctly assigned and processed according to the business's To-Be process(s). Reduced costs and improved management reporting through process automation.	Staff and tenant access to (up to date) information will be improved.	Risk of incorrectly or un-assigned costs will be mitigated.

	upload) due to BCC use / config of Agresso, we will be able to introduce ad-hoc.				
BEN08	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
	<u>Inherent change and Future Change Opportunities: improved processes for service delivery.</u> Where we identify an opportunity to improve service delivery beyond (a) (e.g. greater automation and mobile technology would support a move to centralised R&M model, rather than regional), this will be referred to the Head of Housing for action (e.g. via Common Activities).	The change workstream is focused on Re-Train, Re-Align (to revised business processes) and show where resources could be Re-allocated (where new system releases time) where roles are directly impacted by the new systems, as we adopt Best Practice for service delivery (e.g. move towards the tech).	Reduced costs Income/ revenue generation Reduced pressures Cost avoidance	Reduced cycle/ process time Reduced response time Environmental (e.g. reduced Carbon)	Improved reputation Improved staff satisfaction Improved customer satisfaction Increased awareness Reduced risk
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		
	Staff will be fully trained to use the new system. Staff can be re-aligned to support To-Be processes and improved Ways of Working, when the IT system has been delivered. BCC Housing will have a To-Be process model that supports future re-organisation and business process engineering, as it fully embraces Digital First and Automation.	Staff may resist small change if they sense Large Change looming, and disrupt programme delivery. BCC may miss the opportunity to fully embrace Digital First and Automation and not realise the benefits highlighted in this section.	Value of Inherent Change is given above - Redacted – operationally sensitive information. Redacted – operationally sensitive information. In addition, a further est. £ could be saved by Repairs and Maintenance automating job estimation and scheduling, which would release resources currently doing this manually.	Revised / new processes plus Automation and Self-Service will reduced cycle/ process and response times.	New system and processes will elevate service delivery to a level equal to its peer group. Staff will be supported by fit for purpose technology and Ways of Working. Tenants / residents will service delivery improve.
BEN09	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
	<u>Supplier and Third Party Contract Facing – better access to services / improved service delivery via a new digital portal.</u>	To include a much-revised front end web portal and app for external suppliers / contractors, which improves their access to Housing online – invoicing, job allocation etc.	Reduced costs Income/ revenue generation Reduced pressures Cost avoidance	Reduced cycle/ process time Reduced response time Environmental (e.g. reduced Carbon)	Improved reputation Improved staff satisfaction Improved customer satisfaction Increased awareness

					Reduced risk
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		
	Improved service delivery via new digital app and improved online portal for contractors. Support for Digital First, alignment to BCC strategy. Reduced resolution time for invoices. Supports automation of Workforce processes for Repairs and Maintenance. Planned marketing activities will raise awareness of services, app and portals with tenants / residents and suppliers.	None	Approx. £1,000,000 over the the life of the contract, in reduced invoicing costs alone (high confidence benefit). Efficiency uplift and improved productivity expected as the supplier app takeup improves and cycle time (job logging to completion) is shortened. Medium confidence benefits.	Automation of current manual processes leading to reductions in cycle / process time for internal support activities and tenant facing services. Improved response times due to automation and digital access to services (for contractors and suppliers).	New digital front end that lifts BCC above its peer group. improved access to jobs and services for third portals via app / portal. Less staff and supplier frustration as manual and inefficient processes, payment times and costs reduced.

All £ values above are estimated and assume that the new systems inc. digital front end and supporting automation of business processes have been delivered.

3.1 Tangible Potential Benefits and Savings: Summary

Cost savings related to benefits etc. set out in the table above can be summarised as follows. The thought behind these figures is set out in section 3.7 below:

Business Area	Annual Saving / Benefit	Total Saving / Benefit over four years (<u>gross</u>)
NEC annual license and support saving (vs. The Current Supplier)	£476,875 avg. over 4Y	£2,384,375
Operational benefit #1, over time	£299,192.63	£1,196,771
Operational benefit #2, over time	£121,587.25	£486,349
Operational benefit #3, over time	£261,979.74	£1,047,919
Operational benefit #4, over time	£516,415.72	£2,065,663
Operational benefit #5, over time	£100,828.00	£403,312
Digital Invoicing via contractor portal	£244,910.00	£979,640.00
Debt management and fund allocation – removing write offs of unallocated costs etc.	Approx. £80,000	£320,000
Operational benefit #6, over time	£15-25,000 est.	£92,000
ForgeRock – cost saving, migrating to Azure (existing BCC IT service).	£82,400	£329,600
Licensing – new systems remove need for manual workarounds etc.	£95,000 est.	£380,000
Small systems replaced by new functionality, as part of a single platform	£145,000	£580,000
Reduction in SYSTEM charges (partial replacement of some functionality)	£48,000	£192,000
Total potential <u>gross</u> savings:	£2,889,101	£11,556,404

Please note:

- Figures are estimates only.
- Resource / staff costs used included employer NI but not all employee benefits as these can be specific to roles and individuals. A 5% pension cost estimate has been included.
- Totals assume a four-year saving within a five-year contract, with year one being devoted to delivery of the new system etc.
- Figures are gross, excluding system delivery costs etc.

Confidence levels for the above benefits and savings are **High** with the solution provided by **NEC**

Potential benefits where current confidence levels are lower (**Medium-Low**) include the following:

Business Area	Annual Saving / Benefit	Total Saving / Benefit over four years
Rent System – requirements include the algorithm for this app as a Should and delivery is TBC with NEC Partial cost saving (reduced use) is expressed above.	£250,000	£960,000

A minimum expected 20% is included in our benefits case.		
Images At Work – standalone document management system. Not needed in NEC solution but decommissioning this is out of scope.	£130 PA per license £13,000 PA for 100 users est.	£52,000

3.7 Potential Benefits and Savings: Further Information

This section is intended to illustrate the thought that has gone into the tangible benefits and saving presented above. This is not exhaustive but provides evidence to support some of the major savings and benefits that will be delivered by the programme.

NB: commercially and operationally sensitive data has been removed from this section.

3.7.1 NEC license and support charge savings

The current legacy IT systems that **NEC** will replace are current charged as follows

1. The Current Supplier system charges: £ support and £ licensing per annum;
2. The Current Supplier (case management): £ per annum (support and software);
3. Rent System: £ per annum, based on the current estate (charged per asset item);
4. The Current Supplier Workforce System: Support charges £ per annum.

The **NEC** costs for a solution which replaces the above for BCC Housing has been quoted as £ per annum. Therefore, once deployed, the new IT systems would deliver the following tangible benefits over the life of the agreement:

	Y1-Y2	Y3	Y4	Y5	Potential gross Savings (four years)
NEC Costs	£	£	£	£	
Legacy IT Costs	£	£	£	£	
Saving	NA – cutover period	£705,600	£707,897	£707,230	<u>£2,120,727</u>

NB: commercially and operationally sensitive data has been removed from this section.

Costs have been compared over four years to tie in with overall Benefits Case, which assumes Y1 for delivery then fully live in Y2. We have also assumed that Y1 costs are borne by BAU (for legacy) and HITT (all supplier related costs), in this case.

Legacy IT costs include current BCC IT Support costs, the removal of which is presented as a benefit below.

3.7.2 Redacted – operationally sensitive, internal use only

3.7.3 Redacted – operationally sensitive, internal use only

3.7.4 Redacted – operationally sensitive, internal use only

3.7.5 Invoicing – move to Digital channel, Automate supporting processes

In FY21-22, BCC processed 24,491 contractor invoices for Housing works. These were processed manually as our current fragmented systems do not support automation, although we know that this is possible following soft market testing.

The current, paper based manual processing cost is £612,275 in total or £25 per invoice processed.

The new system will support our preferred automated invoice process, where contractors submit these via the new contractor portal / app, and these are system checked and cleared for payment. This is detailed in our requirements, and subject to the applicable business rules (e.g. value, variance against purchase order etc.). Soft market testing and interaction with potential suppliers have confirmed that this is possible.

Potential Tangible Benefits:

FY24-25	Total cost	Method	Annual Cost Saving	Total Cost Saving (Y2-Y5)
24,491	£122,455.00	100% Automated	£489,820.00	£1,959,280.00
"	£244,910.00	75% Automated	£367,365.00	£1,469,460.00
"	£367,365.00	50% Automated	£244,910.00	£979,640.00

Our research indicates that with little promotion and no compulsion, approx. 50% of suppliers will use the portal-automated service as it is quicker, easier and cheaper for them to do so. With some promotion and incentivised use (e.g. faster processing and payment times), 75% is achievable although this would be outside of the scope of the programme to deliver. This research also indicates that e-invoicing typically costs an organisation £4-5 per item.

Our recommendation would be to enforce use of the portal, once it has been launched and bedded in. For example, 3 months after go-live and with a supporting information campaign (plus the incentives noted earlier), make the new Contractor Portal the only means for suppliers to submit invoices for payment. This would increase take-up to 90-100% in a relatively short space of time

We have assumed, for planning purposes, that the new Portal service would be fully operational in Year Two of the expected five-year contract with the Preferred Supplier. This would realise minimum expected savings of £979,640 which could be as high as £1,959,280.

3.7.6 Other Potential Benefits

In order to understand the needs of the business fully, and to ensure the new systems maps to these whilst supporting IT and business strategy, the programme has worked with our SMEs to map out preferred processes and ways of working. This will inform our Future State and ensure that we deliver a new Housing System that meets the immediate and expected needs of BCC.

These are summarised as (Medium-Low) above and examples of other potential benefits, TBC with the NEC, are listed here:

See "HITT potential benefits.PDF"

3.8 Future Benefit and Change / Savings Opportunities – out of scope for HITT

3.8.1 Licensing – potential benefit

There is a political aspiration for BCC to introduce a new property licensing scheme to improve conditions in the private rented sector. System requirements have been included within the scope of HITT but not delivery of the scheme itself – this must remain with the business.

License fees are variable, based property occupants, facilities and type of license but in general terms, depending on the license, a single license fee can cost between £700 to £1,300, depending on whether a landlords receives none, some or all of the cashable rewards. Property licensing generates On Costs, which are used to pay for the back-office operation to run the service i.e. HR/Finance/ICT etc as well as administrative support staff to issue licenses. As such, automating the licensing generation process presents a clear opportunity to potentially generate significant cashable benefits, should a further property licensing scheme be approved by Cabinet.

Private Housing has an in-year revenue budget of £3.2m for salary and operating costs with 75% of these costs funded by licensing income. The General Fund pays for approximately 30% of statutory Private Housing work. Licensing revenue is generated from both a mandatory licensing scheme as well as two discretionally schemes, separately approved by Cabinet. Bristol has approx. 9,500 licensable properties, which bring in approximately £2.4m income per annum, of which £564,000 (23.5%) is returned to the General Fund as 'On-Costs', over a five-year period.

A new Licensing scheme could add a further 3,000 to 60,000 new license properties which could deliver an additional revenue stream of between £2,100,000 and £42,000,000. This could realise a return to the General Fund of on-costs an additional £493,500, if the lower end target were achieved. This would be Subject to public consultation and cabinet approval for any new scheme meeting the necessary designation criteria.

The current Licence Processing Service currently employs three members of staff, at a cost of approx. £95k per annum. The delivery of this political priority would be very challenging given limitations of the current system. Also,

depending on the size of any new scheme the service would need to employ additional staff to manage the expected increase in applications: approx. six-nine staff at a cost of £190-300,000 per annum.

It is our expectation that the new Housing IT system will support the automation of current work processes related to licensing applications, will deliver significant benefits to the service improve efficiency in the team and could be scaled up to accommodate an increase in licenses without the need for a significant change in the resource noted above.

NB: Licenses once issued last for five years.

Internal Use Only

4.0 Programme Delivery Approach

3.9 Programme Delivery Strategy

The programme has recently identified NEC as our Preferred Supplier and Delivery Partner for the programme. Approval of this business case will enable us to formally reach agreement with them for delivery of the new Housing IT services, including detailed Transition, Training and Implementation plans.

Phases below relevant to these plans are aligned to the proposed plans submitted by NEC as part of their winning response to our procurement exercise.

The programme has been divided at the high level, into four stages as below:

- 1. Phase One – discovery, requirements gathering and analysis.**
 - a. This Phase commenced in Jan-22 and concluded in Jul-22;
 - b. Status: complete.
- 2. Phase Two – Future State and Preferred Supplier procurement.**
 - a. Documentation of To-Be processes, gap analysis versus As-Is.
 - b. Identification of a Preferred Supplier via competitive tender using Crown Commercial Framework RM3821, Lot 1a.
 - c. Contract including Implementation plan agreed with the Preferred Supplier, to deliver new Housing IT system.
 - d. Change plan agreed with the business stakeholders, to deliver Re-Training and Re-Alignment to the new system.
 - e. Status: This phase completes in Dec-22.
- 3. Phase Three – design, configuration, and implementation of the new Housing IT system.**
 - a. Including data cleansing and migration, new digital platform, business facing apps, reporting etc. testing and delivery of these.
 - b. This will be full detailed in the Implementation Plan, which we will agree with the Preferred Supplier.
 - c. Status: this phase is expected to commence in Q2 2023 and expected to complete by the end of 2024, with implementation commencing in Q2.
- 4. Phase Four – programme closure and benefits realisation.**
 - a. This includes completing delivery of in-scope change (Re-train, Re-Align).
 - b. Final backup of all historical data, from current (then legacy) The Current Supplier and The Current Supplier systems to the data lake.
 - c. Decommissioning of an IT infrastructure related to the above.
 - d. Project and programme closure reports, including Lessons Learned.
 - e. Handover of all outcomes and deliverables to BCC BAU teams (e.g. Housing, IT, Service Management etc.).
 - f. Status: This phase is expected commence in Q3-24 and to take three months to complete.

NB: To-Be activities in Phase Two have been extended due to gaps in the As-Is process model and resource constraints, where departed contract staff have not been replaced due the 2022 recruitment freeze. This may over run into Phase Three, and we have planned accordingly.

3.10 Programme Governance Strategy

3.10.1 Programme Governance

Programme Role	Name	Job Title
Sponsor and Programme Executive	NAME	Director, Homes and Landlord Services
Programme User(s)	NAME NAME NAME NAME NAME	Business Innovation Manager Head of Housing Management & Estates Head of Housing Options Service Manager, Private Housing Head of Housing Repairs and Maintenance
Programme Supplier(s)	NAME	NAME
Programme Assurance	NAME	PMO Change Business Partner
Programme Manager	NAME	Programme Manager, Change Directorate

- Programme Board meeting regularly? Yes – last Monday of each calendar month.
- Programme Board ToR's agreed? Yes – agreed at Feb-22 programme board, revised Jun-22.

3.10.2 Programme Methodology

The programme will continue to be run following BCC Change Directorate project management process and Best Practice.

3.10.3 Programme Tolerances & Controls

Please refer to the programme TOR in Appendix B for more information.

Tolerance areas	Programme level tolerance	Escalation route	Control & tracking document(s)
Time +/- amounts of time on target completion	4w if a milestone will be missed, if no impact on critical path.	Programme Manager Programme Board	Programme Plan Highlight Report
Cost +/- amounts of planned budget	+5% - planned vs. expected costs. Plans include contingency but supplier costs remain indicative until procurement completes.	Programme Board	Programme Plan Highlight Report
Quality Defining quality targets in terms of ranges	Quality measured as Outcomes and planned deliverables, so tolerance remains at 4w, if no impact on critical path. Change to the above subject to change control.	Programme Manager Programme Board	Requirements Document(s) Project Highlight Report(s) To-Be Process Mapping Supplier Proposals
Risk Limit on aggregated value of threats and any individual threat (e.g. threat to operational service)	Risk Tolerance is set out in the RAID as maturity dates, which are actively monitored by the Risk Owner. Risk migrates to issue at maturity -2w.	Programme Manager Programme board	RAID Log Programme Highlight Report

versus threat to organisation)			
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3.11 Programme risk and issue management strategy

Our risk management strategy is based on the following key principles:

- i. Identify all possible risks and their cause, as soon as possible;
- ii. Evaluate each and every Risk raised, to determine its probability, severity and impact;
- iii. Develop a Mitigation plan to manage each identified risk;
- iv. Carefully and regularly monitor progress against those plans;
- v. Review and revise both RAID and mitigating actions as and when necessary.

Risks are documented in the programme and project RAIDs and managed at the programme and project or workstream level. At project level, PMs document and manage Risks and Issues within the bounds of their scope, interacting with their peers as needed when this is or could be exceeded. Risks and Issues are reviewed and updated weekly, during Project Focus meetings.

The programme manager acts as the first point of escalation, then the Programme Board.

Issues are managed at a programme level where a milestone, outcome or deliverable will or could be compromised. The programme manager holds weekly meetings with PMs for this purpose as well as three weekly stand-ups to actively manage the programme inc. Risk.

Risk Management approach is as follows:

- i. Avoid
 - a. We will continue to seek to avoid a noted risk where the risk has a high impact and high probability of happening.
- ii. Mitigate
 - a. We will continue to seek to mitigate the impact of a noted risk and to reduce the probability of that risk event happening.
- iii. Transfer
 - a. We will continue to seek to transfer noted risks where appropriate where these have a low probability of occurring (rare events) but high impacts, and where a relevant Risk Owner has been identified.
- iv. Acceptance (and monitoring)
 - a. We will continue to seek to accept noted risks where the expected risk impact is low, and there is no suitable remedy or mitigation available (e.g. cost of mitigation outweighs the impact of the Risk).

Programme [RAID](#) example is included in Appendix B. This is reviewed at least weekly.

3.12 Programme Benefit Realisation Strategy

Having established the intended beneficial impact of the changes being delivered, the programme fully considered how that impact could be measured and tracked and ensured that baseline numbers and appropriate measures have been established as part of programme delivery.

Consideration has been given to how the service will continue to build on and sustain benefits beyond the life of the programme, through establishment of a Benefits Working Group. This has identified owners and agreed delivery plans for benefits that will be realised after the programme has concluded, and opportunities for change that we have identified but which are outside of the programme's scope.

During the life of the programme, the current team, including project teams, SMEs and board will provide the structure and functions required to support benefit realisation. These will be established in Phase Two (see below) with the introduction of the business-led Benefits Working Group.

Key roles and associated responsibilities are set out in the Programme Terms of Reference. Responsibilities (e.g. which sits at a project level versus a programme level) are detailed in the Programme Plan and Preferred Supplier's Delivery and Implementation plans.

Key documentation to be produced by the projects or the programme to capture, agree and then track benefit delivery during the life of the programme include the following:

- Programme Plan, including detailed Project and Workstream Plans.
- Design, Build and Test plan
- Delivery and Implementation plan.
- Change and Training plans.

The benefits case for the programme set out in this section has been derived from three sources:

1. “Implicit Change” related to the replacement of the current Housing IT systems. For example, potential reduction in operating costs, benefits of a better Service Agreement which improves system availability;
2. Alignment to IT and Business strategy, which has not been possible to date but is enabled by (1) above. For example, digital platform for tenant service access (“self-service”) and automation of currently manual processes, such as job costing and scheduling;
3. “Opportunity Change” where the programme has identified additional benefit / savings opportunities as a result of (1) and (2) above, but which are outside of our scope.

The above including cashable savings, limited only by the extent to which change is embraced, and numerous non-tangible benefits which are highlighted in this section.

Benefits have been compiled throughout Phase Two of the programme in collaboration with SMEs and Project Execs and reviewed by the appropriate stakeholders prior to inclusion here.

Please note the benefits realisation contract (for **financial** savings) can be found within the Programme Financial Spreadsheet listed in Appendix B (Mandatory documents) and within Section 3.6 (Benefits) of this document, where the rationale behind expected savings etc. is given.

3.12.1 Summary of programme benefits

Programme benefits are set out in section 3.6. These can be summarised as Delivery of a new Housing IT system that support our business processes and optimal Ways of Working:

- **Digital** – a range of applications and web-based service delivery options that support Digital First and enable our tenants / residents and partners to self-serve, as the primary and preferred option. Including:
 - New tenant facing mobile applications that will facilitate Self-Service access to our key Housing Services such as repairs, maintenance and rents.
 - New tenant portal which will align to the above, and provide additional support / access to other important services such as choice based lettings, licensing etc.
 - New contractor portal that will make it easier and more cost effective for BCC to continue to use third parties as part of a hybrid service delivery model.
- **Automation** – replacement of current manual processes and workarounds with new technology, mapped to our To-Be processes and preferred, optimised Ways of Working. Including:
 - Automated estimation, costing and scheduling of the majority of Repair and Maintenance jobs;
 - Support for automatic payments of correct invoices.
- **Data** – migration of cleansed, operational data to a new, central data source. Including:
 - Data duplication and consistency issues will be removed – new database will provide a “single version of the truth”;
 - The need for manual data management will be removed. Data loss and errors associated with this will be fully mitigated;
 - Support for new reporting tools, providing up to date management reporting etc.

In addition to the above, the new system will be delivered and supported as part of a Fully Managed Service from the Preferred Supplier. This will significantly reduce the current IT support effort and related costs, which at present are fully born by Housing Services.

3.12.2 Programme Benefits Realisation

The programme benefits realisation approach will be realised as follows:

Programme Outcome	Potential Benefit(s)	Responsible Owner(s)	Delivery & Realisation
New IT system for Housing – current applications will be replaced with Single System	Support for business processes Automation of the above Better office applications Better remote applications	Donald Graham – Director, Homes and Landlord Services. Overall owner of the new systems etc. Stewart McDermott – programme manager. Responsible for delivery to the agreed plan. Vicki Underhill – programme change manager, responsible for delivery of non-tech outcomes.	Phase #3 of the programme: Build, test and deliver appropriate IT solutions with and to Housing IT staff. By May-24. Change management and training as part of the Implementation Plan for Phase #3. By May-24. Change Delivery (ex- and post-programme) of large-scale change opportunities identified in Phase #2. Year #2 – approx. 12m after programme implementation is complete.
Tenant Facing – better access to services / improved service delivery	Digital self-service platform	NAME – Business Innovation Manager & chair of the Benefits Working Group for HITT. Supports tracking, delivery and realisation of benefits. NAME – Head of Housing, Repairs & Maintenance. Responsible for delivery of change related to the new digital platform, including new service delivery processes. NAME – Head of Housing Management & Estates. Responsible for delivery of change related to the new digital platform, including new service delivery processes. NAME – Head of Applications & Digital. Responsible for delivery of change related to the new digital platform, including new IT & support processes.	Phase #3 of the programme: Build, test and deliver appropriate IT solutions with and to Housing IT staff. By May-24. Change management and training as part of the Implementation Plan for Phase #3. By May-24.
Data – single version of the truth	Cleansed operational data – no duplications etc. Updated in real time Improved reporting	NAME – Head of Service Improvement and Performance. Responsible for delivery of including new IT & support processes, future integration / interfaces with the new Housing IT system. NAME – Asset Management and Review Manager. Responsible for delivery of asset related changes, including new service delivery processes.	Phase #3 of the programme: Build, test and deliver appropriate IT solutions with and to Housing IT staff. By May-24.
TCO (Total Cost of 'ownership') reduction for BCC, in comparison to the current Housing systems and support model and Value for Money (VfM)	Fully managed service – supported by the supplier Reduced reliance on in-house support Better SLA Cross Charging Improved stock control	NAME – as above. Theresa Jones – contract owner. Responsible for ongoing management of the new Housing IT service (SaaS), SLA etc. NAME – as above. NAME – as above.	Phase #3 of the programme: Build, test and deliver appropriate IT solutions with and to Housing IT staff. By May-24. Change management and training as part of the Implementation Plan for Phase #3. By May-24.

New Finance Interface and 'single route' to (some) services	Full cost visibility / transparency for Housing Services	Name Name	Phase #3 of the programme: Build, test and deliver appropriate IT solutions with and to Housing IT staff. By May-24.
Inherent change and Future Change Opportunities: Improved processes for service delivery	Improved processes Improved Service Delivery Greater efficiencies Improved productivity	Name Name Name Name Name Name	Change Delivery (ex- and post-programme) of large-scale change opportunities identified in Phase #2. Year #2 – approx. 12m after programme implementation is complete. Change management and training as part of the Implementation Plan for Phase #3. By May-24.

As many of the programme benefits will not be realised until Year Two, when the new technology has been delivered, we have assembled a Benefits Working Group. This will identify owners and assign benefits realisation to them, supported / delivered by other teams, individuals and projects such as Common Activities.

In October 2022, the programme assembled its Benefits Working Group to ensure ownership, delivery and ongoing realisation of the expected and any agreed opportunity changes (both those inside and outside of our scope). This includes the above.

The group is chaired by NAME with the programme as Senior Customer and Common Activities as Senior Supplier, for any out-of-scope / post-programme Change.

Please Note: the programme will keep to its scope and deliver re-training and some, small and low-level role re-alignment to support the new IT system and processes changes that are key to the success of this. The programme will not deliver organisational change, removal or re-assignment of roles – this cannot be done until the programme has delivered and will be carried out by Common Activities, or its replacement.

3.13 Programme Quality expectations

3.13.1 Business and Technical Requirements

Comprehensive business requirements have been gathered from across Housing with regard to their business activities, preferred Ways of Working and system requirements.

Sub-Project	Documentation Examples
Non-functional requirements	See "HITT NFRs 2022.PDF"
Housing Management	See "HMS Requirements 2022.PDF" and HMS Requirements V7 Final - Master Requirements .xlsx
Asset Management	See "ASSET MANAGEMENT & COMPLIANCE.PDF"
Case Management (Housing)	See "Case Management requirements 2022.PDF" and Case Management Requirement Document V0.08.xlsx
Digital, Data and Reporting	See "HITT Functional Requirements 2022.PDF" and 21EN625.8 HTP Functional Requirements v.3.1.xlsx
Workforce, Repairs and Maintenance	See "Workforce Requirements 2022.PDF" and Requirements Log - Workforce Scheduling and Job costing project v1.0.xlsx
Housing Needs	See "Housing Needs Requirements 2022.PDF" and Housing Needs Requirements 2.0- consolidated .xlsx

This represents a detailed view of the needs of our user community and senior stakeholders and formed the basis of our procurement.

3.13.2 Approach and Standards

The programme will follow current BCC PMO best practise and adhere to Prince2 (Agile) standards.

3.13.3 Programme Deliverables

Programme deliverables are listed as Benefits in section 3.3 and 3.4 (Scope and SMART), these include:

Replace all legacy Housing systems with a single IT platform that meets our stated business and technical requirements

Data – cleanse and migrate all operational data to the new system, provide new ad-hoc, line of business and dashboard reporting.

Digital – provide tenants / residents with a new online portal and mobile application, as their primary route to key services such as repairs, rent information etc. Utilise digital delivery to ensure that this is quicker and easier for tenants / residents, more effective and lower cost for BCC.

Automation – through a review of key Housing process, identify those where automation would deliver productivity, efficiency and tenant service delivery benefits.

3.13.4 Programme Success Factors

Measuring the success of a project after the fact is important because it helps discern future strategies when planning new projects. Continuous improvement derived from the data gleaned from past projects lets PMs proactively identify any issues before the next occurrence. Using past data means new processes can happen with fewer mistakes and better management success.

The success of the programme will be measured as follows:

1. **Stakeholder Satisfaction:** we will use post-implementation feedback surveys and interaction with our users to determine the extent to which their requirements have been met. We will moderate this and include objective feedback etc. within Lessons Learned.
2. **Targets Achieved:** we will continuously review the progress of the overall programme and sub-projects against the agreed implementation plan to ensure that milestones are met. Post-delivery, we will review these objectively against Time, Quality and Cost goals to measure how successful delivery has been. This will show that the stated objectives have been delivered.
3. **Budget and programme costs:** we will continuously review the budget during delivery to ensure that the programme costs do not exceed the value or limits placed upon them. The budget will be adjusted and refined as needed throughout the life of the programme. At the conclusion of each sub-project and then the programme as whole, we will review the budget in detail with our Finance Partner and relevant stakeholders to ensure that financial goals have been met, controls adhered to and outcomes delivered as expected, in line with these.
4. **Delivery of Milestones and Outcomes:** we will monitor and measure delivery of our outcomes and milestones versus the programme plan, ensuring good time management. This will include managing any changes to the plan, whilst being aware of the impact this may have on other projects, other resources (including non-programme) and the programme as a whole. Time management is and will continue to be communicated to the programme stakeholders.
5. **Quality Assurance:** the new system will be delivered as part of a fully managed service, with a detailed and prescriptive SLA. This will enable us to monitor and manage the service during and post-delivery to ensure that quality of performance, access etc. standards are being achieved. In addition, we will utilise our requirements (business and technical) as quality standards for products and outcomes delivered, measuring success of these with our users and stakeholders.
6. **Programme Team Satisfaction:** we currently meet as a programme team three times per week, to review progress etc. and hold weekly focus meetings with each sub-project. This allows PMs and BAs an opportunity to openly discuss all aspects of their roles in the team and overall programme, progress, frustrations and successes. Finally, the programme manager has made themselves available for 1-2-1 meetings with any member of the team to discuss any matters that do not fit within the stand-ups or focus meetings: a happy team feels pride in work well-done which is great for the stakeholders. Knowing how to manage a team for success means the next project becomes something to look forward to.

7. **Management Feedback:** We will hold specific sessions with our senior stakeholders and the wider Housing management team post-delivery to gather and assess their feedback with regard to programme objectives, outcomes and overall satisfaction of them and their teams. We currently do this via programme boards and monthly 1-2-1 meetings with all Heads of Service and Housing senior management.

3.14 Programme Communication and Engagement Strategy

Approach: Our communication strategy plan has a mission around the following themes – Re-align (processes), Re-allocate resources (time, money, people) and Re-train (on the new system and ways of working). Our updated communication plan is here (insert) and is aligned with our current Digital Transformation Strategy.

Current communications approach and plan:

See "HITT Comms Plan Overview.PDF"

To date, the programme communications plan has been focused on providing progress updates to affected users and interested parties. Now that we have identified a Preferred Supplier, a detailed and low-level communications plan is being developed with them. This will include testing, training and delivery comms as well as progress updates.

Our strategy for engagement for external users includes:

- On the website, where content needs to include the use of the app as the go to method
- Consulting in more depth with tenancy engagement teams within housing as to best methods for leaflet sharing or accessibility, and how often these are used
- For tenants / residents, the wording in the Tenant Handbook needs to include the App information and what the benefits are for using the App
- In tenancy agreement documentation – change in the wording to advertise the app as part of the 'getting in touch' wording
- On message whilst waiting on any phone-calls
- CSC advisors messaging around using the app on each call, and spreading this message verbally
- Changes notified to external partner organisations we work with in Housing Options and Private Housing, as well as charities and 3rd party stakeholders
- Citizens Advice notification in change in methods so that the message is cascaded to potential residents
- Home Choice Portal and Housing Portal to tie in digital alerts or messaging
- In adult social care we may be able to draw on intel on current methods of communication and how often these are used
- We will engage with external comms and marketing to raise awareness and promote the use of the app and portal, and that the app will not be an optional choice in the future.

The communications plan will be reviewed and thoroughly revised with NEC, early in 2023 so that our plan aligns to theirs.

5.0 Programme Interfaces, Constraints & Assumptions

5.1 What other work is happening that this connects with or is reliant upon / dependencies

Primary internal & external dependencies that the programme is actively managing:

Internal or External	Dependency title	Description	Owner
Internal	Resources	Support for delivery: that the programme will have full access as needed to SMEs from the affected business areas. That these resources will be available to support design and testing.	Name
Internal	Data	Technical support (data migration): the programme is dependent on current IT resources to assist with scoping, sizing and then working with the Delivery Partner to ensure historical and live data is migrated to the new system. We assume that these will be available to the programme as needed.	Name
Internal	IT Support (1) – Housing IT Support team	Technical support (decommissioning): the programme is dependent on current IT resources to assist with planning and delivery of the new IT system, then decommission legacy systems. As these are HRA funded, we assume that we will continue to have full access to and support from this team.	Name
Internal	Architecture	Technical support (interfaces): the programme is dependent on current IT resources to assist with scoping, sizing and then working with the Delivery Partner to build new interfaces to non-Housing systems (e.g. Payments, Data Lake). We assume that these will be available to the programme as needed.	Name
Internal	IT Support (2)	Technical support (migration): the programme is dependent on current IT resources to assist with scoping, sizing and then working with the Delivery Partner to integrate new services to the existing BCC infrastructure (e.g. Azure, single sign on etc.). We assume that these will be available to the programme as needed.	Name
Internal	PMO	PMO (assurance process): the programme is dependent on PMO / Change resources to assurance at critical milestones etc. E.g. OBC and FBC. We assume that these will be available to the programme as needed.	Name

5.2 Contract interfaces

Contract description	Supplier	Current contract owner	Contract value	End date
Housing, case and asset management systems – SW licenses and support charges	The Current Supplier	Name	£1.7m	31/5/24
Maintenance and repairs scheduling and costing system – SW licenses and support charges	Sales Force	Name	<£1m	1/7/2022
Housing support system – SW licenses and support charges	CDP Soft	Name	<£1m	31/3/2024
Case Management – Housing and Public Health (also use APP)	The Current Supplier	Name	£70,000	31/1/2024

5.3 Technology system interfaces

System	Responsible Owner	Description
Housing Management System	Name	Legacy HMS – to be replaced. Expect a period of concurrent operation with the new, replacement system.
Case Management System	Name	Legacy case management – to be replaced. Expect a period of concurrent operation with the new, replacement system.
Keystone	Name	Legacy asset management – to be replaced. Expect a period of concurrent operation with the new, replacement system.
Abritas	Name	Legacy housing needs – to be replaced. Expect a period of concurrent operation with the new, replacement system.
Click	Name	Legacy workforce, R&M – to be replaced. Expect a period of concurrent operation with the new, replacement system.
CDP Soft	Name	Legacy housing options – to be replaced. Expect a period of concurrent operation with the new, replacement system.
Agresso	Name	Current and ongoing Finance system.
Capita PAY	Name	Payment system, linked to Agresso for rents etc.
BCC Data Analytics Platform	Name	Data archive and reporting source. Ongoing – will be the archive for all non-operational data not migrated to the new system.
RentSense	Name	Legacy payment defaulter & reporting – to be replaced. Expect a period of concurrent operation with the new, replacement system.
NB: where legacy systems are replaced by the new Housing IT System: a. Operational, live data will be migrated to the new system; b. All other data (legacy) will be migrated to the data lake, and available for reporting etc. c. Legacy systems suppliers will be notified when these reach end of use and we will then follow the agreed decommissioning plan for these. d. The above will include removal, secure cleaning and disposal of any related hardware.		

5.4 Core business process interfaces

The programme has reviewed the existing As-Is process maps for Housing Services, then worked with SMEs across the directorate to construct viable To-Be models. These detail our preferred and optimal ways of working, to realise service improvements for our tenants / residents via greater productivity and efficiencies. This has been inclusive, and all teams and managers have been involved:

Sub-Project	Example Documentation
Digital, Data and Reporting	See “DDR process Example.PDF” and <link> to all documents.
Housing Management	See HMS process Example.PDF
Workforce Repairs and Maintenance	See “Workforce process Example.PDF” and <link> to all documents.
Asset Management	See” Workforce process Example.PDF” and <link> to all documents.

Housing Needs	<link> to all documents.
Housing Case Management	<link> to all documents.

A link has been provided where documents could not be attached as a PDF (e.g. Visio).

5.5 What limitations do you have to work within / constraints

Title	Description	Potential Impact
Time	The programme is constrained by the end dates for legacy system support (May-24) and end of life (Dec-23). Support extension for some systems is available until Dec-24 and Jun-25, but not for all.	High – critical systems may be unsupported or being used past End of Life
Cost	Programme budget will be constrained by the general budget shortfall that BCC is currently looking to address. Also benefits plan has had to be changed from productivity / efficiency to tangible benefits.	Med – programme has identified tangible benefits to offset delivery costs.
Quality	Programme focus was originally on delivering a high quality, fit for purpose replacement IT system. This is still inherent but focus on costs may impinge this.	Med – programme has identified tangible benefits to offset delivery costs.
Resources	Due to the recruitment freeze, the programme has not been able to replace all contractors who have left BCC – two at present. Work has been re-prioritised, re-planned and re-allocated to accommodate this so far, but future repeats will impact upon our ability to deliver.	Med – we are assured that reasonable and funded requests for replacements will be accepted going forward.

5.6 Any assumptions that have been made

Correct as of November 2022. An example of our RAID is included in Appendix B:

Assumption description (including source)	Further work required to increase confidence	Associated impact	Priority	Owner	Status
That the project / programme spend for resources will stay within the planned budget, by the project / programme manager.	Current funding will be exhausted by Jul-22, OBC approval needed for Phase Two.	Procurement and Delivery activities will be impacted.	High	Name	Open
Salary costs for those working on the programme (FTE and freelance) will not exceed current ratecards.	Rate cards have been published. Slight changes can be managed via Optimism Bias.	Procurement and Delivery activities will be impacted.	Low	Name	Open
That all resources are skilled and experienced to complete their respective tasks within the schedule / plan.	Current team have sufficient skills to deliver the programme.	Procurement and Delivery activities will be impacted.	Low	Name	Open
That the Delivery Partner will deliver on time, as per their plan.	Assurance needed from potential Delivery Partner plans.	Delivery	High	Name	Open
That all relevant stakeholders will come to the next meeting as scheduled.	Instances when the stakeholders are unavailable to attend should be mitigated via a delegated attendee.	Procurement and Delivery activities will be impacted.	Low	Name	Open
That the expected programme timeline can be met and the will complete within the scheduled time.	Assurance needed from potential Delivery Partner plans.	Procurement and Delivery activities will be impacted.	Medium	Name	Open

That the scope and specifications of the programme will not undergo changes when the programme takes place.	Any cases where the scope and specifications need to be altered to cater to the requirements and needs of the programme will be subject to Change Management and approval by the programme board.	Procurement and Delivery activities will be impacted.	Medium	Programme Board	Open
That all services supplied by the Delivery Partner meet expected / preferable quality standards e.g. as set out in the agreed plan and schedule.	Assurance needed from potential Delivery Partner plans.	Delivery	High	Name	Open
That any technology / IT services procured will be able to meet the need of the stakeholders and end users.	Assurance needed from potential Delivery Partner plans.	Delivery	Medium	Name	Open
That currently assigned external resources will be available to the programme, for as long as they are needed.	Confirmation of funding for Phase Two, so that contracts can be extended.	Procurement and Delivery activities will be impacted.	Medium	Name	Open
That currently assigned internal resources will be available to the programme, for as long as they are needed.	None - Lee Ford has confirmed that PMs can be retained for the life of the programme.	Procurement and Delivery activities will be impacted.	Low	Name	Open
Supplier will provide Testing resources needed to build and manage delivery of the (user) test plan and that our SMEs will be utilised for this.	Included in requirements.	Resource and Cost - BCC would have to bring in additional resources.	Low	Name	Open
Supplier will provide Training resources needed to build and manage delivery of the (user) training plan and that our training will be utilised as part of this.	Included in requirements.	Resource and Cost - BCC would have to bring in additional resources.	Low	Name	Open
No customisation of supplier products will be allowed - applications etc. will be 'off the shelf' and represent the sum of the suppliers experience, in delivering similar systems to other Housing Services providers.	Included in requirements.	Additional costs for BCC.	High	Name	Open
Supplier will provide Data resources needed to build and manage delivery of the operational data cleansing and migration plan and that our data and reporting teams will be utilised as part of this.	Included in requirements.	Resource and Cost - BCC would have to bring in additional resources.	Low	Name	Open

5.7 Any external interfaces

The new system will maintain the current Finance interfaces to Agresso UNIT4 ERP, with integration through to D365 CRM, as set out in our Solution Architecture interfaces documentation.

6.0 Programme Financial Summary

6.1 Summary Costs and Benefits

Table 1 and 2 below show estimated costs including the change from current Housing IT related costs and potential savings, using information supplied by the two shortlisted suppliers.

Table 2 showing costs for the Preferred Supplier:

Redacted – commercially sensitive

This represents the financial position should the Preferred Supplier be chosen from the two shortlisted above, their appointment approved, and the Programme delivered as expected.

The above will be amended when the Preferred Supplier has been identified.

6.2 Anticipated end benefits (see appended Benefits Register)

These are detailed in section 3.6 and 4.4 above.

Programme potential benefits are divided into three areas of probable or possible opportunity for BCC:

1. Potential resource savings – related to roles directly linked to legacy system (inc. manual processes) support. Also roles which have been reduced or replaced by Automation;
2. Contract Savings versus legacy costs – where benefits of the improved services offered by the Preferred Supplier have been taken into account;
3. Business efficiency and productivity – where savings could be realised due to expected use of new technology or the further, future exploitation of this.

These are detailed in section 3.6 and 3.7 above.

6.3 Programme resources

Estimated resource costs to deliver Phase Three of the programme and realise the Outcomes set out in this Business Case. This cover full delivery of the programme, FY23-24 and FY24-25:

Redacted – commercially and operationally sensitive

Total opportunity costs	£0
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Total new costs	£3,107,837
Total resource costs FY23-24 and FY-24-25	£3,107,837
Total funding being sought (BCC one off costs)	£3.1m

6.4 Costs & Funding Sources

Funding source	Budget Holder	Cost-Code	Financial Year (or recurring)	Amount
Capital Programme (new funding)	A Campbell	NA	23/24 & 24/25	£7,538,038

Total funding required (ref S15.3)	£7.5m
Total funding secured (to date)	£2.2m
Variance	£0
Variance commentary: <If there is a variance provide detail of the unfunded elements of the programme together with the options that are being considered and the decisions required to resolve this>	

7.0 Timeline and Key Milestones

Current key milestones (Oct-22):

Key Milestones	Target Date
Programme procurement phase: completion	07/12/2022
Programme Business Case sign off	07/02/2023
Contract signed with the Preferred Bidder	21/2/23
Deliver (Phase #3): Initiated	06/03/2023
Deliver (Phase #3): Completion	31/10/2024
Close Down and Decommission (Phase #4): Initiated	01/11/2024
Close Down and Decommission (Phase #4): Completion	31/12/2024
Programme closed	05/01/2024
Full benefit delivery achieved (<i>financial and non-financial – post closure</i>)	03/01/2025

Our current plan is included in Appendix (B).

8.0 Programme risks & contingency planning

8.1 Key Risks and Issues including Impact Analysis

Correct as of Oct-22. Full RAID example (Nov-22) is given in [Appendix B](#) – this is a working document.

Ref/ID (risk)	Risk Description	Key Causes	Key Consequence	Key Mitigations	Likelihood	Impact	Risk Rating
HIT_R023	Resources: there is a Risk that contract staff could leave the programme due to the buoyant freelance market and IR35 (little or no notice periods).	Market rates for freelancer staff have increased by 10-20% since Dec-21 and the programme is reliant on team members who could move roles easily and quickly (for them).	Which may lead to: (i) Higher additional resource costs for staff we need to retain beyond Summer 2022; (ii) Additional recruitment costs for replacement staff; (iii) Delivery deadlines for Phase One being missed.	1. Extend resources as needed for Phase Two, in advance of the Jun-22 contract expiry dates.	3	5	15
HIT_R032	There is a Risk that the Business Case Approval will not be completed in time to sign an Agreement before the framework expires in Feb-23.	Current timeline for FBC approval means we have to follow a lengthy process and gain multiple sign offs from specific meetings on fixed dates. Given the delays encountered with procurement (resource issues), this will be very difficult to achieve.	Which may lead to: (i) FBC not ready for approval at Feb-23 cabinet. (ii) BCC not able to agree a new contract with the Preferred Supplier before the framework expires. (iii) The procurement may have to be re-run, potentially causing significant delays.	Current options available, if the FBC is not ready or not approved at the Feb-23 cabinet: (i) Agree a Letter of Intent with the Preferred Supplier, covering their costs until Cabinet approves the FBC and a contract can be signed. (ii) Re-issue the ITT using whichever framework replaces RM3821, using the same documents, to the same suppliers, but with a nominal clarification time and short (e.g. 5d) period before submission are due.	3	5	15
HIT_R032	There is a Risk that one or more bidders may ask for an extension and that this will compromise reaching Cabinet for approval in Feb-23.	Current timeline for FBC approval means we have to follow a lengthy process and gain multiple sign offs from specific meetings on fixed dates. Given the delays encountered with procurement (resource issues), this will be very difficult to achieve.	Which may lead to: (i) FBC not ready for approval at Feb-23 cabinet. (ii) BCC not able to agree a new contract with the Preferred Supplier before the framework expires. (iii) The procurement may have to be re-run, potentially causing significant delays.	Current options available, if the FBC is not ready or not approved at the Feb-23 cabinet: (i) Agree a Letter of Intent with the Preferred Supplier, covering their costs until Cabinet approves the FBC and a contract can be signed. (ii) Re-issue the ITT using whichever framework replaces RM3821, using the same documents, to the same suppliers, but with a nominal clarification time and short (e.g. 5d) period before submission are due.	3	5	15

HIT_R030	There is a Risk that the programme may not deliver all outcomes by May-24.	The programme Timeline is very tight for a major systems replacement initiative. We have some 'float' within the plan but a significant event (i.e. contract delays, extension to procurement) would soon consume this and put the Critical Path at Risk.	Which may lead to: (i) Delays to Phase Two, which will cause a Procurement issue (see _32 below); (ii) Additional support costs for some legacy systems (formal and 'best effort' etc); (iii) Legacy systems remaining operational beyond end of life (e.g. Click); (iv) Additional supplier costs related to either acceleration or extension; (v) Reputational risk / user confidence may impact landing the new systems with staff.	Ongoing risk.	2	5	10
HIT_R033	There is a Risk that one of the losing bidders decides to challenge the outcome of the Procurement.	Whilst we are endeavouring to run a full and fair procurement, when an incumbent supplier is bidding there is a heightened Risk that they could challenge the outcome if they do not win. Incumbent suppliers often believe themselves to be in an inherently stronger position than new competitors.	Which may lead to an extension of the Procurement phase as the Challenge is dealt with scoring may need to be reviewed again, bids re-submitted etc.	Current options available, if the FBC is not ready or not approved at the Feb-23 cabinet: (i) Agree a Letter of Intent with the Preferred Supplier, covering their costs until Cabinet approves the FBC and a contract can be signed. (ii) Re-issue the ITT using whichever framework replaces RM3821, using the same documents, to the same suppliers, but with a nominal clarification time and short (e.g. 5d) period before submission are due.	2	5	10
HIT_R020	Current Supplier Support: there is a Risk that the new two-year agreement is not enough to complete the programme	As of 08.03.22 we have 24m to complete requirements, procurement and deliver technical and business change. This is a very small-time window with little contingency.	Which may lead to: (i) Higher additional support costs if an optional extension is not agree by Summer 2022.	1. Discuss additional extension period (optional) with The Current Supplier, Rachel Lovelock.	3	3	9
HIT_R025	Risk: there is a Risk that data quality is so low that this impacts upon the ability of the new service to meet our requirements for reporting, analysis etc.	Multiple databases currently supporting disparate systems has led to existing data quality issues, including duplication.	Which may lead to: (i) additional time needed for data cleansing and migration; (ii) increase in costs related to (i) above.	We have formally engaged the BSA team to build a data dictionary, including schemas, for databases linked to the main systems. This should identify any major data concerns.	2	3	6

HIT_R026	Risk: there is a Risk that resistance to change impacts upon Phase Two-Three.	Common Activities has moved several staff we have been engaged with from Housing to IT, Working Together programme is continuing, and the possibility of Change Fatigue is emerging.	Which may lead to: (i) Attendance at and contribution to Future State activities may lessen; (ii) Quality of outcomes (i.e. To-Be) may be affected.	We have engaged with Change Directorate and a Change Manager has joined the programme (P/T at present). VH will work with the team to document, assets and mitigate resistance to change.	2	3	6
HIT_R004	CLICK: There is a Risk that we will not be able to replace this system before it reaches EOL in Q4 2023.	System was procured separately from the main Housing management systems and from another supplier (The Current Supplier). Due to be replaced by this programme but contract not aligned to core systems.	Which may lead to: (i) Increased and unplanned costs linked to extending support for 12m; (ii) A move away from the Single Supplier / Single Platform strategy.	1. We are discussing the process to extend support with Niotia Ferguson. 2. Annual support cost is £60k per annum. We would need to submit an extension request. 3. No issue if The Current Supplier are the preferred bidder as they will support their old products until replaced with new version(s). 4. Requirement for any new supplier to support CLICK could be included. 5. We will extend support, if necessary, until new solution lands.	1	5	5

8.2 Contingency Planning

We recognise that when it comes to estimating programme success a number of key factors are often either over or underestimated with the primary outcome of portraying a picture that is often more positive than the reality. With this in mind, we have used some common traps to summarise our current contingency plans.

Estimates used below based on previous experience and/or extrapolated data from other good and comparable sources (Soft Market Testing etc.).

Most Preferable Scenario – new system in place by 31st May 2024

Likelihood – 50% (at time of writing)

- Over optimism or “optimism bias” – whilst experience and market testing indicate that it would be possible to meet a May-24 deadline, cultural factors within BCC combined with change fatigue means that this will remain a ‘stretch target’ even though it is supported by the Preferred Supplier
 - Contingency planning has taken place: current Housing IT Support Team can remain in place until Dec-24. System support extension has been agreed with The Current Supplier until Mar-25.
- Under estimation of the level of resources required to deliver the programme will be avoided through retention of the current team, including supporting roles within the business areas affected (SMEs) and dedicated support (Housing IT and Data teams).
 - Contingency planning has taken place: BCC will provide knowledge and expertise whilst the majority of resources for Phase Three will come from the Preferred Supplier, including Training, Testing and Configuration.
- Known factors outside of the programme’s control – we are not aware of any other large programmes planned or in-flight that could impact on our ability to deliver. We remain conscious of the limited availability of resources within BCC, especially technical and business area experts, and have planned accordingly.

Acceptable Scenario – new system in place by 31st December 2024

Likelihood – 75% (at time of writing)

- Over optimism or “optimism bias” – we will agree the delivery plan with Preferred Supplier and include 20% contingency time and funds, taking the end date for Phase Three up to Dec-24. We believe that this is sensible, given the history of complex deployments within BCC and our own and the Preferred Supplier’s previous experience.
- Under estimation of the level of resources required to deliver the programme will be avoided through retention of the current team, including supporting roles within the business areas affected (SMEs) and dedicated support (Housing IT and Data teams). These will be retained in line with the programme plan as above and only released when agreed outcomes linked to each role have been met.
- Known factors outside of the programme’s control – as above.

9.0 Programme Impact Assessment

9.1 Equalities Impact Assessment (EqIA) Summary of Impact and Key Mitigation

Programme EQIA is included in Appendix B. This will be reviewed in line with the Preferred Supplier's proposed service(s) and Implementation Plan post-FBC approval.

9.2 Climate and Environment Impact Assessment Summary of Impact and Key Mitigation

Programme ECO is included in Appendix B. This will be reviewed in line with the Preferred Supplier's proposed service(s) and Implementation Plan post-FBC approval.

9.3 Privacy-Impact Assessment Summary of Impact and Key Mitigation

Programme PIA is included in Appendix B. This will be reviewed in line with the Preferred Supplier's proposed service(s) and Implementation Plan post-FBC approval.

9.4 People Impact

No location moves will be necessary as part of the programme.

No culture change is anticipated, given the scope of the programme.

Workforce re-modelling has been carried out to identify the impact of inherent change due to the new system. This has been used to calculate tangible benefits and savings related to staff. Delivery of this change has been handed off to Benefits Owners, Heads of Service and Common Activities and will commence after the new system is in place.

All users of the new system will be fully trained in its use. This includes Super Users and Train The Trainer.

This will be reviewed in line with the Preferred Supplier's proposed service(s) and Implementation Plan post-FBC approval.

10.0 Document Sign off

Below is a record of who has received a copy of the Full Business Case **ahead of submission** for sign-off.

Name	Job Title	Date circulated
NAME	Director, Homes & Landlord Services	24/11/2022
NAME	Finance Manager	24/11/2022
NAME	Principal Accountant	24/11/2022
NAME	Operations Manager	24/11/2022
NAME	Director, Policy Strategy & Digital	24/11/2022
NAME	Head of Service Improvement & Performance	24/11/2022
NAME	HR Business Partner	24/11/2022
NAME	Change Business Partner	24/11/2022
NAME	Category Business Partner	24/11/2022
NAME	Category Specialist	24/11/2022
NAME	Head Of Information Assurance	24/11/2022
NAME	Data Protection Manager	24/11/2022
NAME	Solicitor	24/11/2022

Decision making authority	Cabinet
Date seeking endorsement	07/02/2023

11.0 APPENDICES

A. Required commentary and recommended consultation

Recommended bodies/individuals for consultation ahead of submission to the relevant decision-making Board:	Commentary (if any)	Date	Version Reviewed
Cabinet Lead	NAME	21/11/2022	V0.03
Executive Director Meeting (EDM)	NAME	30/11/2022	V0.03
Professional Views	Commentary	Date	
MANDATORY – and must include confirmation of funding source(s) Finance Business Partner <NAME>	<u>General commentary:</u> This report seeks approval of the full business case (FBC) supporting the renewal of business-critical housing systems. Authorisation is also sought to proceed with the awarding of a contract to deliver the Preferred Option outlined in the FBC. The overall investment delivered in two phases (Development and Implementation) was estimated at £8.7m over the life of the programme, with £500K included as contingency. In phase 1, (2021-22) £430K was spent and a further £1.0m is expected to be incurred during this financial year. In June 2022 Cabinet approved £1.4m as funding for the development of the FBC, 20% being allocated to the General Fund. Funding for the HRA share (£1.12m) will come from in-year underspends and transfers from the HRA general reserves. The amount expected to be funded from the Change Management Programme budget (GF) is £280K. Approval is sought for the further investment of £7.5m, to be incurred over the remaining life of the programme during the financial years 2023-24 to 2027-28. It is anticipated that up to 80% of the expenditure could be funded from the capital programme, provision having already been made in the 2023-24 refreshed HRA business plan.	25/11/2022	V0.03

	Business case provides the potential to generate efficiencies and through savings from process automation of and improved integration with back-office systems. The potential savings generated by the project is estimated to be approximately £11.5m cumulative over the life of the contract. The table below shows estimated investment required for the business case and potential savings: Redacted – commercially sensitive The costs in this report are based on technology enablement and implementation support. The programme enables cost avoidance with service provision and are expected to generate saving as illustrated in the table above. <u>Confirmation of funding source(s):</u> Capital Programme		
MANDATORY where there is a resource request PMO Operations Manager <NAME>	Decision-makers should feel a good level of confidence in the resourcing elements of this business case. This view is based on the overall professional experience of the team; the team's proven success in planning earlier phases successfully; and the level of consideration evident in the range of roles and their responsibilities. Confidence will be increased once it is possible to produce a plan for the next phase in partnership with a preferred supplier. There are three of minor points that may not be material in terms of impact on timescales or budgets, but which might help refine the programme's view of forecast costs: 1. Some rates stated in the resourcing table in this document are not in line with current published costs (e.g. project managers costed at £X/day instead of the current £Y). May seem minor in isolation but could become material over the long duration of the programme.	01/12/2022	V0.03

	2. With a programme running over years, rates (internal and external) will certainly change and increase – potentially multiple times. There doesn't appear to be a contingency proposed specifically on resources costs. The significant overall contingency proposed will almost certainly cover this, but the programme should profile in increases at least at the start of each financial year and anticipate rising costs. 3. Some of the rates in the table in this document do not align with rates for the same resource in the financial spreadsheet – e.g. Programme Support Officer costed at £197/day here and £256/day in the spreadsheet. This should be checked, and the correct rates used in forecasts from the start of the next phase. NAME 26/11/22: costs and rate changes noted above have been included in the budget submitted for approval as part of this business case. Expected increase in rates included within the overall resource budget (annual & cost of living).		
MANDATORY Director of Digital Transformation <NAME>	This project is well aligned to the council's Digital Strategy 2022-27 and its aims, and appropriate governance is in place to ensure continued collaboration and sight of the project via the Digital Transformation Board. However, the FBC does raise some concerns regarding cost and contingency, namely: The 15% contingency budget seems overly optimistic in light of current economic issues, past experiences of major transformation and the complexity of the project. Anything below 30% I would question.	01/12/2022	V0.03

	• New detail on day rates from the council's intended Digital Strategic Partner will potentially increase some of the cited costs if and when the DSP is used to provide resourcing. Detail can be provided to the Project Manager after 7 December 2022 subject to DTP Board approval of the DSP FBC. • There is no costed support from Data Engineering and/or Analytics – which I would expect to be required. • There may be some risk of benefit double-count with the Common Activities Programme (relating to system support functions) and the CRM/Channel Shift project (in relation to call centre benefits) – I would suggest further due diligence or, if that has occurred, more detail in this FBC to clarify this. NAME 26/11/22: costs for Data Analytics and the increase in Optimism Bias recommended and noted above have been included in the budget submitted for approval as part of this business case.		
MANDATORY Information Security View Information.Security@bristol.gov.uk <NAME>	Information Governance are fully involved and supportive of the project. Resources will be made available to support relevant work to ensure this is delivered in-line with our corporate policies and that relevant risks and issues are documented, mitigated and/or approved where appropriate.	02/12/2022	V0.03

HR Business Partner <NAME>	The report identifies areas where people resource could be realigned or reduced as a result of the implementation of a new system, and the potential savings linked to these changes. Workforce re-modelling has been carried out to identify impact on roles which support our current systems and how the benefits of the new system might affect teams and services in Homes and Landlord Services and other areas of the Council. Any workforce change that proposed reduction or change to roles will require consultation in line with the Council's HR procedures and should be considered when the new system is imbedded and after a period of evaluation to determine the resource requirements.	15/12/2022	V0.04
Change Services View <NAME>	In the v0.03 that I reviewed clarity on the overall delivery costs and funding sources were still outstanding which is a key area to confirm before final consideration of the business case. NAME 14/11/23: this is now set out clearly in the Finance comments above. Delivery of the financial and non-financial benefits is a key area for the programme to focus on through the delivery phase, and this will need to be strengthened once a project can be agreed with the preferred supplier.	01/12/2022	V0.03
Enterprise / Solution Architecture View <NAME>	<u>General commentary:</u> This business case fully aligns with agreed architecture signed off at ARB, as described in the associated EA Azure Dev Ops Decisions repository links listed below: <u>ARB Decision & Date</u> 35469 HiTT programme architecture 03/05/22 36256 Contractor Portal 19/07/22 35965 Private Housing 19/07/22 35828 Integration architecture 11/07/22 35732 Interfaces for CSC 17/06/22	28/11/2022	V0.03

Legal View <NAME>	Due to the complexity of the call-off terms, legal assistance should be sought to capture the winning tender within the Order Form and call-off Schedules. As no issues regarding compliance of the winning supplier's tender documentation with the council's requirements or the call-off terms were referred to legal during the evaluation stage, the process of finalising the contract terms should be low risk and involve permitted clarification and supplementing of the terms only. The call-off contract will need to be signed before 22 February 2023, the current expiry date for the CCS framework. At the appropriate time, HR advice will need to be sought in respect of changes to staff requirements / working hours and any redundancies that may result from the delivery of the project. Where not already provided for, Procurement will need to advise on the process for extending the existing legacy contracts, where necessary supported by legal.	21/11/2022	V0.03
Commissioning & Procurement View <NAME>	The procurement phase has been carried out using the Crown Commercial Services framework RM3821, Lot1a, to select a supplier for delivery of BCC's extensively scoped a numerous requirement. A further competition has been utilised in line with the framework's own terms, with the tender released in Sept 22 and bids received in early Nov 22. Scoring of Quality, Price and Social Value elements have been undertaken separately and in accordance with the instructions in the tender and a preferred bidder identified after holding a moderation panel. Due diligence is underway to ensure Award Notification letters can be released after a Tender Award Report is completed.	08/12/2022	V0.03

	A draft Call Off Form under the RM3821 framework will underpin the contracting going forward once the preferred bidder is informed. The final form of the contract can be worked alongside any risk mitigation if required to ensure timelines are met for signing before the end of the RM3821 framework on 22 Feb 2023. Going forward, multiple existing contracts will need to be scaled with the final delivery schedule and their associated risks advised against compliance with BCC's Procurement Rules and wider regulatory requirements.		
Statutory Data Protection Officer View (if PIA applicable) <NAME>	As this is a major change in processing involving personal data a mandatory Data Protection Impact Assessment has been advised which will be monitored and evaluated by data protection at key points through the project phase to implementation. In particular we will be looking at inherent risks to the processing of personal data and advise on appropriate mitigations. A DPIA should be started as soon as possible to raise any concerns and address early to avoid potential waste of resources. The DPIA should be treated as a "living" document and will be a key IG document even after implementation and should be reviewed on a regular basis.	16/12/2022	
Senior External Communications Officer <NAME>	<i>Redacted – operationally sensitive.</i>	14/12/2022	
Other consulted parties (as required)	Commentary	Date	
NA		Click here to enter a date.	
NA		Click here to enter a date.	

B. Mandatory Programme Documents

Document Name (& links to templates)	Document Exists? (Yes/ No)	Document Owner	Hyperlink to document
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Programme Financial Spreadsheet (Costs and benefits/ sources of funding/ benefits contracts)	Yes	NAME	Preferred Supplier: See Financial PDFs supplied with this document.
RAID Log – Nov-22	Yes	NAME	See 21EN625 Programme RAID Log.PDF
<u>Programme Plan</u> As of Nov-22, BCC only. NEC Preferred Supplier plan will be added when confirmed.	Yes	NAME	See HITT High Level Plan Nov-22.PDF
<u>Equality Impact Assessment Form</u> For guidance and support in completing the EqlA please refer to the guidance on The Source, or contact the Equalities Team: equalities.team@bristol.gov.uk Please make sure that the Equalities and Inclusion Team have added their comments/views to the business case before submission.	Yes	NAME	See HITT Equality Impact Assessment.PDF
<u>Climate and Environmental Impact Assessment (CEIA) (previously EcolA)</u>	Yes	NAME	See HITT Eco impact.PDF
Privacy Impact Assessment template <i>For guidance see Privacy Impact Assessments, for support in completing contact Information Management</i> Please make sure that the SDPO has made their recommendations and the PIA has been signed off by the appropriate IAO(s) before submission of this Business Case.	Yes	NAME	See HITT PIA Screening Questions 2022.PDF
Programme Board Terms Of Reference	Yes	NAME	See HITT TOR 2022.PDF and HITT TOR Overview 2022.PDF
End of Stage Financials Capture Sheet	No		
Solution Design (No template – this should be unique in content/ structure/ detail for each programme)	No		

C. Timeline of approvals and any associated conditions

#	Meeting	Date	Action / Decision / Condition	Date for completion (If applicable)	Owner
1	Programme Board	12/12/22	Decision	Dec/Jan	NAME
2	G&R EDM	30/11/22	Condition	NA	NAME
3	Digital Transformation Board	7/12/22	Condition	NA	NAME
4	Cabinet Member briefing – Cllr Renhard	13/12/22	Condition	NA	NAME

5	CLB	10/1/23	Noting Programme Board decision & progression to Cabinet.	NA	NAME
6	Cabinet	7/2/23	Decision	7/2/23	NAME

Internal Use Only

Programme Business Case



A. PROGRAMME SUMMARY INFORMATION

Programme Name:	Housing IT Transformation programme
Programme ID:	21EN625
Cabinet Member:	Councillor Tom Renhard
Executive Dir. Sponsor:	Stephen Peacock
Senior Responsible Owner (SRO):	Donald Graham
Programme Manager:	Stewart McDermott
Business Change Manager/s:	Sam Marsh
Associated Directorate/s:	Housing And Landlord Services
Service Areas impacted:	Housing and Landlord Services
Report Lead Author:	Stewart McDermott
Report recipients:	Stephen Peacock, Cllr Tom Renhard, Donald Graham

B. ORGANISATIONAL CONTEXT

Alignment to corporate theme(s):	Theme 2: Economy and Skills (Good Growth and Digital Inclusion) Theme 5: Homes and Communities Theme 7: Effective Development Organisation
Portfolio Prioritisation Position:	#11
Programme category:	☐ Saving delivery ☒ Compliance / Statutory ☒ Risk reduction ☒ Cost avoidance ☒ Improved outcomes ☒ Enabling <Other>
Associated risk:	If the proposal relates to the mitigation of a risk (or risks) listed on the Directorate or Corporate Risk register provide details here.

Council Budget saving delivery:	Budget reference: HRA Strategic Planning & Governance				
	Savings related to benefits from new Housing IT, less delivery and operating costs. Includes savings vs. current IT costs.				
		24/25 £'000s	25/26 £'000s	26/27 £'000s	27/28 £'000s
	NET Total (net savings less total expenditure):	(717,946)	(2,092,843)	(2,095,369)	(2,094,636)
	Cumulative Net Total	3,833,409	1,740,566	(354,803)	(2,449,439)

C. DOCUMENT CONTROL

Document status:	☒ Draft ☐ Final
Document owner:	Stewart McDermott

Version	Author(s)	Description	Date
V00_01	SMcD	First draft	05.07.2022
V00_01	SMcD	Updated draft	10.08.2022
V00_01	SMcD	Updated draft	06.08.2022
V00_01	SMcD	Updated draft	23.09.2022
V0.03	SMcD	Final draft, EDM submission Nov-22	23.11.2022
V0.04	SMcD	Submission for PMO Assurance, Cllr Renhard	08.12.22

EXECUTIVE SUMMARY: DECISION REQUIRED

Decisions requested for Full Business Case sign-off:

That Cabinet

1. **Approves** up to **£7.5m** (net, less sunk costs) over the next five years, drawn from Housing Revenue Account (80%) and General Fund (20%) to deliver the Housing IT and Transformation programme as set out in below. Agreement to baseline the final business case budget and to allocate future funding to support delivery of programme and maintenance of those services it delivers.
2. **Approves** up to **£3.1m**, including Optimism Bias at 20%, as part of the above, to deliver Phase Three of the programme (internal costs related to design, build and implementation) in financial years FY23-24 and FY24-25, without which the programme cannot continue.
3. **Authorises** the Strategic Director, Growth and Regeneration to take all steps necessary to procure and enter into contract(s) to give effect to the programme, including decisions with a value of over £500K.
4. **Approval** of this Final Business Case itself, agreement to proceed with Preferred Option and completion of the full scope of the programme, with the Preferred Supplier.

Contractual:

1. **Authorises** Executive Director – Growth and Regeneration in consultation with Cabinet Member for Housing Delivery and Homes and S151 Officer delegated authority to spend up to **£7.5m** (estimated internal *and* supplier one-off costs, over two years) to deliver the programme in full, in-line with expected governance and maximum budget envelopes outlined in the Finance section below. Includes BCC Optimism Bias at 20% and Supplier at 30%, for Delivery (one-off) costs.
2. **Authorises** Executive Director – Growth and Regeneration in consultation with Cabinet Member for Housing Delivery and Homes and S151 Officer to take all steps required to confirm the Preferred Supplier and delegated authority to award the contract(s) necessary for the implementation of comprehensive new Housing system(s) (five-year contract, fully managed service, **£4.4m** total value inc. one off supplier costs), in-line with the procurement and legal routes and maximum budget envelopes outlined in the Finance section below.
3. **Authorises** Executive Director – Growth and Regeneration to invoke subsequent specific and relevant extensions/variations specifically defined in the contract(s) being awarded, up to the maximum budget envelope approved as part of the Final Business Case, where this relates to the extension of current contracts for Housing IT support services, should the programme not be able to full delivery before these expire. In consultation with Cabinet Member for Housing Delivery and Homes.
4. **Authorises** the Head of Strategic Procurement & Supplier Relations to approve appropriate procurement routes to market where these are not yet fully defined in this report, or if changes to procurement routes are subsequently required.

Endorsements given:

- HITT Programme Board – above endorsement given on 19th December 2022;
- DTP Programme Board – above endorsement given on 7th Dec-22;
- HSLT – endorsed on 29th Nov-22;
- EDM Board – above endorsement given on 30th Nov-22.

The Service Area Lead prioritising availability to support the progress of the next phase of work is Sarah Spicer.

Programme context summary:

Current Housing systems will all reach end of life / end of support by May-24 at the latest. As these systems are between 8-20 years old and do not fully support our business processes. Replacement is essential if critical service delivery is to be maintained.

With specific reference to the existing technology in use within the Housing and Landlord Service:

- i. Current core housing systems all reach end of contract, and some core systems will be end of life by May-24 (Dec-23 for workforce system). There are also significant functional, compliance and productivity issues with these such as:
- a. The technology in use within Housing and Landlord Services, which supports delivery of our critical services, reached end of contract in May-22. Support has been extended whilst a replacement is found;
 - b. These systems range in age from eight to over twenty years old.
 - c. There are functional shortfalls within our current business processes and related systems, which have led to the ad-hoc development and ongoing use of numerous inefficient manual workarounds. These hinder our ability to deliver the best and most appropriate services to the citizens of Bristol in the most effective and productive ways.
 - d. Current technology was procured separately, from different suppliers. As such, each sits within its own silo leading to complex systems where it is very difficult to integrate data. This has led to inconsistencies and issues with data quality. Please see section 3.3 (Scope) for more information.

Key support contracts for the above have been extended until May-24, however due to their age, contain key components which are no longer in manufacturer support or have been retained at a version level which the supplier can no longer support. These support Critical Systems.

As exception to the above is Salesforce Click, our core system for Maintenance and Repairs. This reaches end of life in Dec-23 and the supplier will not support the system beyond this. Again, this is core IT support for a Critical Service.

The above also means that the current technology and some of our business processes now in use cannot support our business and IT strategies such as Digital First, do not align to corporate goals and strategies, and we are unable to fully comply with the latest government legislation related to Social Housing.

Our outdated and inefficient technology provides a burning platform for change; however we are also focused on how new technology will support our business goals: ensuring provision of dynamic, fit for purpose, citizen-focussed services and productivity improvements. We will deliver the technology, process and supporting implementation support (including “small c” changes) that will enable our Housing and Landlord Service to do this. The programme and our Preferred Supplier, NEC, will provide sector and industry leading technologies that will underpin our revised ways of working. We expect this to deliver significant service benefits to our tenants, residents and staff through such new and updated services such as self-service, digital delivery channels and process automation that will:

- ii. increased productivity and efficiency throughout our business areas
- iii. reduce ‘double handling’
- iv. unify disparate business processes as “end to end”
- v. remove manual workarounds
- vi. remove poor and duplicated data etc.

The significant current technology issues noted above presents us with an opportunity, not only move our systems forward from our 2014 isolated silos, but to a new, future proofed and modular system leveraging this as an enabler for greater efficiencies in Service Delivery, such as:

- Automate where possible – replace manual, gap-filling workarounds with modern, fully functional systems, releasing staff from administrative to citizen-supporting roles and/or delivering identified savings.
- Adopt Digital First as a core tenet for service delivery through a new digital platform which ensures that we, with our delivery partner, design digital services that are “easy, engaging, and inclusive as a core tenet”. We expect this to include a citizen app for core services, improved portals and intelligent tech in support (e.g., chat bots etc.) that reduce the load on our call centre and speed up service delivery for our citizen, tenants, residents and leaseholders, staff and related user groups across BCC.
- Develop and deliver a new (To-Be, future state) model for service delivery across Housing and Landlord Services. This will ensure that we frame the size and scope of our business transformation through evaluation of current business processes, working with our staff to build and design the best possible means to deliver the most appropriate services, in the most efficient and productive ways we can.

The above had been borne out in Phases One and Two of the programme, where we have had significant engagement with BCC staff and senior stakeholders, to understand their requirements and the current 'as-is' ways of working. This has enabled us to deliver a detailed set of business and technical requirements approved by our business users, supporting an open procurement competition, as well as the ongoing development of our Future State. At time of writing, through ongoing engagement with staff, we have completed 75% of detailed To Be process maps for Housing Services, on which the new IT systems will be based, focused on optimal Ways Of Working.

We intend to deliver new systems and process with our single Preferred Supplier, NEC, who were identified via a competitive procurement. NEC will work with us to deliver a leading-edge Housing and Landlord services through business process change and modern, fit for purpose technology.

This programme is a part of the Housing and Landlord Services 'Moving Forward Together' strategic initiative to improve housing services, meet the needs of our residents and make Housing and Landlord Services a great place to work, with equality and diversity at its heart.

NB: the above was achieved by the Housing Directorate and programme team in 10 months, from a standing start in January 2022.

What the HITT Programme seeks to deliver:

We will replace the legacy systems with a managed service which provides a full supported IT Housing system, with the applications and data our tenants, residents and staff need to successfully manage their social housing journey. Our Preferred Supplier will work with the HITT Programme and Housing to deliver a new, unified technology platform that supports business and tenant needs and aligns with our business and technology strategies:

- Replacing legacy housing IT systems with new line of business applications via a single, strategic IT platform, that provides our staff and tenants / residents with up-to-date technology that best supports our service delivery processes.
- A digital self-service platform that provides tenants / residents with access to key services, appropriate to their needs and in the best, most efficient way possible
- Cleansing and migration of currently fragmented housing data to a new operational data source, removing current issues re: duplication and data loss, and providing real-time information for enhanced reporting and improved service management functions.
- An achievable To-Be model that enables BCC to better serve the needs of tenants / residents and customers through adoption of best practice business processes and supportive technology.
- Change and transition activities that will enable to deliver the above in such a way that the maximum number of benefits, efficiencies and opportunities can be achieved as soon as possible.
- Delivery of the above, including new technology, re-training staff via a detailed deployment and implementation phase.
- Tangible and intangible benefits, efficiencies and productivity improvements, and savings related to the above.

This includes but is not limited to the following examples:

- **Digital** – a range of applications and web-based service delivery options that support Digital First and enable our tenants / residents and partners to self-serve, as the primary and preferred option. Including:
 - New tenant facing mobile applications that will facilitate self-service access to our key Housing Services such as repairs, maintenance and rents.
 - New tenant portal which will align to the above, and provide additional support / access to other important services such as choice based lettings, licensing etc.
 - New contractor portal that will make it easier and more cost effective for BCC to continue to use third parties as part of a hybrid service delivery model.
- **Automation** – replacement of current manual processes and workarounds with new technology, mapped to our to-be processes and preferred, optimised Ways of Working. Including:
 - Automated estimation, costing and scheduling of the majority of Repair and Maintenance jobs;
 - Automation of licensing workflows, to make efficiencies in the Private Housing service;

- Support for automatic payments of correct invoices.
- **Data** – migration of cleansed, operational data to a new, central data source. Including:
 - Data duplication and consistency issues will be removed – The new database will provide a “single version of the truth”;
 - The need for manual data management will be removed. Data loss and errors associated with this will be fully mitigated;
 - Support for new reporting tools, providing up to date management reporting etc.

In addition to the above, the new system will be delivered and supported as part of a Fully Managed Service from the preferred supplier. This will significantly reduce the current IT support effort and related costs, which at present are fully born by the Housing and Landlord Service.

Anticipated key measurable benefits:

The benefits we have identified so far can be summarised as follows, in line with the agreed scope for the programme:

1. New IT system for Housing – current applications will be replaced with a new, single system (platform):
 - a. This will meet BCC requirements and represent a significant step forward – as such it underpins **all** savings, benefits and opportunities.
 - b. The new system will fully support the current known processes and those being reviewed and revised by the HITT Programme analyst team at present.
 - c. We expect that ‘out of the box’, the new system will better support the current Housing and Landlord Services teams and deliver substantial benefits (pre-change management) by addressing the main technical issues which the current multi-system / multi-supplier approach has caused.
 - d. In addition, new tools that will automate a number of our key (but still manual) processes such as workforce scheduling, will quickly improve efficiency and increase productivity.
2. Tenant facing – better access to services / improved service delivery
 - a. The above will include a much-revised tenant front end portal, which support their access to Housing services online and reaches far more user groups than before;
 - b. We’ll also be delivering a mobile app that enables tenants / residents to get rapid access to some of our most used services (e.g., Repairs and Maintenance) and to fully self-serve many of these. This will lead to less calls and tenants / residents spending less time on hold;
 - c. As (b) -for field teams, we’ll be delivering device-agnostic access to the ‘back end’ systems, giving staff apps and browser-based systems that mean they can get to what they need, wherever they are via phone, laptop, tablet. This will also support improved service delivery.
3. Data – single version of the truth
 - a. As part of our new IT system for Housing, we (lead by the Preferred Supplier) intend to cleanse current, operational (not historic) housing data, removing duplicates so that wherever possible we can migrate clean, quality assured data to a new operational data source;
 - b. This will remove current issues re: duplication and data loss, as well as providing data sources that will be updated in real time and improve management reporting, service management etc.;

- c. This will provide BCC with a comprehensive dataset for all tenants / residents and assets, unifying our currently fragmented databases;
 - d. Data quality is a real issue for the Housing and Landlord Service, with implications across systems – addressing this will be a significant benefit to BCC.
4. TCO (Total Cost of 'ownership') reduction for BCC, in comparison to the current Housing systems and support model and Value for Money (VfM)
- a. We are procuring a fully managed service from potential suppliers, and this is a must have. We can expect this to be cloud based (no / very little on premise tech) and don't expect to be providing dedicated BCC technical staff to support the system itself. This should reduce operating costs.
 - b. Charging model – we are expecting to procure a "Software as a Service" (SaaS) solution, as this is now the most common model for large systems provision. Suppliers typically charge quarterly in arrears and based upon usage of the system, which should see a reduction versus the 'per seat' fixed price cost model, paid in full 12m in advance that BCC is currently subjected to.
 - c. Cross charging for non-Housing Revenue Account (HRA) – In addition, the new charging model mentioned above in point b, will allow us to identify the usage of what will primarily be HRA-funded services versus non-HRA (e.g. Public Health for Case Management etc.). This will enable BCC to accurately levy cross charges versus the current situation where HRA funds IT, for a number of GF roles and services (e.g. Public Health for Case Management etc.).
 - d. Stock Control – BCC Repairs and Maintenance do not have an effective stock control system for 'standard' activities carried out by field teams. Our requirements for the new system address this and include accurate reporting tools that will enable managers to see what stock has been checked out for each job, reducing / preventing over allocation and wastage and the associated costs.
5. Support Model and Service Level Agreement (SLA) – managed services model
- a. The new proposed SLA represents a considerable improvement on the current service and support agreement. Availability time is higher, response times quicker and down time (inc. maintenance) much shorter, and it's clear that the supplier is responsible for end-to-end support and maintenance;
 - b. This also includes an enforceable Service Credits regime where service costs for BCC reduce should performance fall below the SLA set levels. If recent outages were repeated in the new world, there would be financial compensation for this;
 - c. The new support model is also predicated on the Single Supplier model – We will only engage with the primary service provider, and they are responsible for meeting the SLA, including managing any third parties, sub-contractors etc. BCC will not need to pursue different providers, with differing SLAs in order to ensure that the new systems are available and performant.
6. Finance interface and 'single route' to (some) services
- a. Large £ value is assigned to Repairs and Maintenance (R&M) within the Finance system, which has not passed through existing Housing systems (Cx or CLICK) for this. Figures quoted for this are approx. £2m in the last financial year (FY) (or approx. 33% of total R&M spend). The new system will push all R&M jobs through a single system, via a single interface with Finance. This

will allow BCC to see which of this spend is allocated to projects, non-standard works etc. and ensure that costs are correctly allocated.

7. Inherent change and future change opportunities: Improved processes for service delivery

- a. The change workstream is focused on re-training, re-aligning staff (to revised business processes). Also show where resources could be re-allocated (where new system releases time), where roles are directly impacted by the new systems, as we adopt best practice for service delivery (e.g. move towards the tech);
- b. So that BCC can get best value from the new system and deliver best services to tenants / residents and citizens, the team is mapping out a new to-be model for our key housing services.
- c. This is based on our requirements and is aspirational at present. When the Preferred Supplier is known, we will work with them to adapt out processes to their best practice model and off the shelf, industry proven technology, and deliver an achievable final To-Be model
- d. Where we identify an opportunity to improve service delivery beyond (a) (e.g. greater automation and mobile technology would support a move to centralised R&M model, rather than regional), this will be referred to the Head of Housing for action;
- e. We have currently noted several areas where new technology and business processes will release time / roles (e.g. reduction in CSC due to self-service, IT support staff due to new SLA). These are being quantified and will be included in the FBC as a tangible benefit;
- f. We are not planning to restructure any areas / teams within Housing – as confirmed at the programme board in September 2022, our focus will be on change related to implementation and realisation of the benefits set out in this document.

We are clear that the main drivers for the programme are; the age, inbuilt redundancy and cost of the current housing systems. That they do not support current business processes as well as they could, so bring with them inherent issues around data and security vulnerabilities etc.

Therefore, the main benefits that we will be delivering are linked to a new stable, scalable and secure Housing IT platform that addresses these, as well as the lack of a fit for purpose digital offering and the improvements to tenant facing service delivery that this can bring.

We can deliver these, savings in BCC support and delivery costs and see the main benefits above realised without the need for a significant business change, but we will have delivered the platform to support this, when Housing is ready to do it.

Please refer to **Section 3.6, 3.7 and 3.7 (Benefits)** for a detailed breakdown of expected and potential benefits.

Any key changes since previous decision point (may be Mandate or OBC approval):

Since the approval of the Outline Business Case, the programme has conducted a competitive procurement using Crown Commercial Service framework RM3821 (Data and Application Solutions). This has identified **NAME** as the Preferred Supplier for Housing IT systems and services.

The appointment of **NAME** as the Preferred Supplier was endorsed by the HITT Programme board on 19th December 2022, and they were informed of this and that we would be seeking to sign an agreement with them subject to Cabinet approval.

Anticipated cost/benefit profile for programme

Table 1 showing costs submitted by NAME And BCC expected costs and benefits:

Total Programme Financial Summary: Estimated Costs for primary preferred option								
£'000s	1 21/22	2 22/23	3 23/24	4 24/25	5 25/26	6 26/27	7 27/28	Total
Total new/ chargeable costs	£ 391,182	£ 1,035,116	£ 1,601,852	£ 988,012	£ -	£ -	£ -	£ 4,016,162
One-off contingency (tolerance)	£ 39,118	£ 103,512	£ 320,370	£ 197,602	£ -	£ -	£ -	£ 660,603
Total opportunity/ non-chargeable costs	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
One-off costs	£ 430,300	£ 1,138,627	£ 1,922,223	£ 1,185,615	£ -	£ -	£ -	£ 4,676,765
Ongoing costs (incl. contingency)	£ -	£ -	£ 1,060,204	£ 985,540	£ 796,258	£ 793,732	£ 794,465	£ 4,430,200
Funding already available	£ -	£ -	£ -	-£ 2,889,101	-£ 2,889,101	-£ 2,889,101	-£ 2,889,101	-£ 2,889,101
Ongoing	£ -	£ -	£ 1,060,204	-£ 1,903,561	-£ 2,092,843	-£ 2,095,369	-£ 2,094,636	£ 1,541,099
Net total	£ 430,300	£ 1,138,627	£ 2,982,427	-£ 717,946	-£ 2,092,843	-£ 2,095,369	-£ 2,094,636	£ 6,217,864
Cumulative net total	£ 430,300	£ 1,568,927	£ 4,551,354	£ 3,833,409	£ 1,740,566	-£ 354,803	-£ 2,449,439	

TRUE

This represents the financial position should the Preferred Supplier be chosen from the two shortlisted above, their appointment approved, and the Programme delivered as expected.

The above table includes:

- One off costs to deliver the new Housing System;
- One off costs related to training and change / transition during and after systems delivery;
- Ongoing support costs for legacy systems, until these reach end of life, end of support or when BCC use has ceased and notice to terminate given;
- New costs related to service charges etc. levied by the new supplier for the life of the contract;
- Cost benefits associated with the above.

	Value	Supporting commentary
Confidence level	75%	The Preferred Supplier has supplied a comprehensive response to our requirements and presented a plan to deliver these. The plan is reinforced with financial incentives for them to deliver on schedule.
Contingency budget	£991	Calculated as 20% of BCC and 30% of supplier delivery costs sought, plus £217k (10%) for ongoing support charges.

Identified sources of funding (including any shortfall):

- Capital Programme

Estimated programme timescale to deliver:

- The completion date for new systems delivery and full go-live proposed by the Preferred Supplier is **by October 2024**.
- Expected date for programme closure, including decommissioning old systems and infrastructure and post go-live tasks (e.g. Lessons Learned) is Dec-24.

Learning from previous work

For Phase Three (e.g. to date), key Lessons Learned include:

- Staffing and Resourcing – BCC has, in the past, seen projects and programmes fail due to inadequate resources being available / applied. We have mitigated this by recruiting and maintaining an experienced team of seasoned professionals to deliver the programme.
- Supplier responsibilities – BCC has experienced problems where supplier responsibilities have either been unclear or where clear, not enforced. This has seen BCC using resources and funds to cover gaps. We have mitigated this by making the Preferred Suppliers scope clear, baking this into the contract and reinforcing this with financial incentives to deliver and then properly maintain the service.
- Unbalanced contract terms – A number of contracts reviewed during the programme to date have contained unusual terms (such as payment for services in advance), missing standard expected terms (e.g. no “terminate for convenience” clauses) and unenforceable terms (e.g. financial penalties where the bar is set so high / low, BCC can never recover costs in the event of poor performance etc.). We have mitigated this through setting our own contract requirements to address these, and using an established Crown Commercial Services framework agreement, with strong pre-agreed schedules covering performance and availability etc.

Any decisions / endorsements already secured:

- Programme Mandate was approved at Cabinet in Dec-21;
- Programme OBC was approved at Cabinet in Jun-22;
- Cabinet Report approved to continue at EDM 30/11/22.

Total spend to date - Opp costs:	£'000s
Total spend to date - New costs:	£1,600,000

New costs to <u>deliver</u> programme:	£3,107,837 (BCC) £1,571,308 (Supplier one-off) £2,858,893 (Supplier annual charges)
Opportunity costs to deliver programme:	£'000s
Funding required:	£7,538,038
Funding source(s):	Capital Programme
Est. timescale for programme delivery:	Mar-23 – Dec-24

1.0 PROGRAMME BUSINESS CASE

1.1 Overview and context: Vision Statement

Past:

Current Housing IT systems will reach end of life / support in May-24. These are out of date (up to 20 years old), do not fully support our or peer group standard services (e.g. very limited automation and heavy reliance on manual workarounds) are based on disparate, duplicated and sometimes inaccurate data sources.

This hampers service delivery and we have fallen behind comparable public sector organisations, evidenced by our market testing in 2021. The systems are inflexible and have proven to be incapable of changing to meet the growing needs of BCC, except at high costs to us. The systems do not support fully core business activities that we must undertake to deliver critical services (e.g. building compliance, estimation, scheduling, choice based letting etc.).

The current IT systems are not capable of supporting the BCC Digital First strategy, due to age, fragmented nature of the application and database estate, and costs that would be incurred in tactical changes to these.

Transition:

We will replace the current Housing legacy IT systems with fully supported IT Housing system as part of a managed service with a professional delivery partner. This will provide BCC Housing and Landlord Services with the applications and data our tenants / residents and staff need to successfully manage their social housing journeys. We will review and revise current ways of working and adapt to our new IT system such that our tenants / residents are able to access the most appropriate services to their needs in the best way possible.

We will identify and rationalise the data and information we have and begin to use this to inform our future state. We also need to start to grow our use of automation to shift reliance on individuals from 'what they know' to 'what they do' and what technology can do, as well as equipping individuals to better use the information and data available to them. We must become more efficient and to increase productivity without increasing our headcount.

BCC must understand what our tenants / residents want and demonstrate learning from past experience. This will help us to build their confidence in the services we (or are partner) provide and will help us to take our customers on a journey with us as we strive to improve Housing service delivery.

Future:

BCC wants to be an organisation that has developed the capability to source, securely store, share and use knowledge easily and with confidence. We will ensure that this information is more readily accessible to our tenants / residents and staff, to enable better service provision and improve decision making through development and delivery of a new, comprehensive Housing IT system that support our business processes and tenant needs. This will ultimately enable us to drive strategy and to target and prioritise the areas that will deliver best services / best value.

Housing Services will be provided in a variety of ways, with an innovative delivery partner. For some services, we will enable the tenant community to help itself and step back through self-service. We will also improve our ability to strategically deliver services and we will operate at a "whole city" level. Information and plans will be shared and aligned. Staff and leaders will have the technology and supporting competencies they need.

This is a strategic technology change for BCC that will significantly improve our ability to deliver critical services across Housing and Landlord Services

2.0 Strategic fit / alignment to the corporate priorities

2.1 Alignment to corporate theme(s)

The programme aligns to and supports the following themes, As set out in the [Bristol Corporate Strategy 2022–2027](#):

- Theme 2: Economy and Skills (Good Growth and Digital Inclusion)
- Theme 5: Homes and Communities
- Theme 7: Effective Development Organisation

Housing IT provides the tools required to deliver a range of housing services to the citizens of Bristol. Multiple systems are reaching end of contract or end of life. This brings an opportunity to explore and implement the best IT solutions available.

This programme is aligned to our Homes and Communities Priorities for 2022 – 2027, as improvements to Housing and Landlord Services will enable us to continue building and retaining social housing and reducing and preventing homelessness and rough sleeping etc.

We can also support our Development Organisational goals by introducing a single integrated system, which will both enable good governance and tackle manual workarounds, resulting in a high performing and supported housing workforce.

2.2 Background and drivers for change (AS-IS)

The Housing IT Transformation programme (HiTT) was convened in late 2021 to ensure the timely and cost-effective replacement of our current Housing systems and to deliver business improvement and efficiencies alongside this.

Current Housing IT systems will be fully or partially out of manufacturer support in 2024. This means that they as well as a lack of manufacturer support, their present security vulnerabilities and their ongoing use is no permitted by UK government organisations. Some component parts of older systems have already reached this point and their continued use is only permissible whilst a suitable alternative is found – The first major system to reach end of life will be Salesforce Click, in December 2023. This is critical to the delivery of repairs and maintenance services.

In addition, current systems have been sourced from multiple suppliers which has led to fragmented and inefficient service delivery processes, where technology is not able to support the best practice that the directorate wishes to follow. We are unable at present to support BCC business and IT strategies, such as Digital First, and are hampered by systems that are not able to comply with current legislation or support our As-Is business model.

Our Housing systems, which range from 8 to 20+ years old, were all at end of contract in May 2022 and core systems supporting critical services will be at End of Life in Dec-23, or will reach this point at the end of our support contract extension in 2024:

- a. Housing management system: current contract ends in 2024. Current system does not fully support business needs and is fragmented and outdated (e.g. physical system rather than cloud-based service) with ongoing data and performance issues;
- b. Housing needs system: under support until 2024 at present and reaching end of life, cannot support current and future expected requirements (e.g. changes to Choice Based, lack of a digital offering etc.)
- c. Asset management system: current contract ends in 2024. System is end of life and no longer sold by the supplier, except as part of a larger new, cloud-based service. Data, reporting and interface issues are ongoing;
- d. Field service management system (inc. scheduling, estimation and costing): contract ends in July 2023 and the system will be as end of life in Dec-23;
- e. Private Housing Case Management & Accessible Homes: current contract ends in 2023. The system is reaching end of life in 2024;
- f. Job costing solution: there is no solution in place, functionality is required to calculate repair job costings and support analysis of value for money and savings opportunities
- g. Building compliance and information: functionality required to meet the new legislative requirements for regulating the safety of high-rise blocks

- h. Digital Services: explore opportunities for improvement, including more opportunities for users to choose self-service. Not available using current, fragmented systems and poor data;
- i. Data and analytics: review options to improve data and analytics and align to the corporate solution, address data issues with quality, consistency and duplication.

The above has been investigated through Soft Market Testing in 2021 and a supplier evaluation / solution investigation exercise in 2022. Both confirm that the above is achievable via a single system / single supplier “software as a service” (SaaS) solution that would support BCC IT and business strategies for service delivery.

The BCC Housing programme solution architecture provides summary diagrams of the available functionality for three Housing Management system vendors:

See “BCC HITT Solution architecture - INTERNAL ONLY.PDF”

It is our intention to replace these systems with modern, industry standard solutions whilst exploiting the opportunities presented by this to bridge current functional and process gaps using modern technology, and to restructure current business processes and practices. This will enable Housing to ensure that it can deliver the most appropriate services in the best possible way, to our citizens, and to do this in the most productive manner possible.

2.3 Where do we want to be / desired outcomes (TO-BE)

#1	Replacement of disparate, end of life / support legacy IT systems with a single, strategic cloud-based Commercial Off The Shelf system for Housing, as part of a fully managed service from our Preferred Supplier.
#2	Migration of multiple data sources to a single operational database, cleansing of this data such that the information itself is correct (current issues removed) and that new source represents ‘one version of the truth’ for Housing.
#3	Updated business processes and Ways Of Working, that will move BCC Housing from bespoke practices to “industry std” used by our peers and inbuilt within the Commercial Off The Shelf (COTS) solution we will be moving to.
#4	Increased productivity and efficiency as BCC embraces the combination of #2 and #3 and is able to deliver services more efficiently and at a lower cost point.
#5	Reduced operating costs as new COTS solution, fully supported by the supplier, requires significantly less / no hands-on BCC IT support. All IT changes will managed via an agreed, supplier-led process.

2.4 Gap analysis

As-Is	Gap Analysis	To-Be
Housing management system	i. Support gap: current support contract ends in 2024. ii. Does not integrate with other systems. iii. Does not fully support Digital First. iv. Difficult and expensive to support (e.g. requires a large, full time in-house support team as well the suppliers support service to maintain it.) v. Current system does not fully support business processes. vi. Performance issues. vii. Data issues – no ‘single version of the truth’, duplication and data loss (due to manual workarounds). viii. Reporting issues: data for reports is often not ‘live’ and several systems and databases need to be bridged manually to deliver key	i. Multiple current contracts replaced with a single contract / single supplier as part of a full managed service. ii. Single integrated system / platform meeting all Housing IT and tenant facing (service delivery needs). iii. Full support for the Digital Inclusion strategy via new digital app for tenants / residents, portals and mobile apps for staff. iv. Off The Shelf, industry std system based on UK Housing best practice and in use with comparable organisations. Change control process in place and lead by the supplier. Controlled and dependent of cost / benefit of any proposed changed. v. New IT mapped with the Preferred Supplier to our revised (To-Be) business processes. New system will meet business requirements as provided by and agreed with BCC Housing and senior stakeholders. vi. Performance managed via a much-improved service level agreement, with penalties for missing availability targets etc.

	line of business (LOB) reports. Ad-hoc capability is limited and manual.	vii. All operational data cleansed and migrated from multiple databases to a new single operational data source. Manual workarounds will be removed. viii. New system / servuces will include a (new) reporting function for ad-hoc, LOB and dashboard reports. The above apply to all sections within this table.
Housing needs system	As per above Housing Management above, plus: i. Viability gap: End of Life in 2024. ii. Cannot support current and expected future business requirements (e.g. Choice Based Lettings changes).	Specific or key to this system / service: i. Single integrated system / platform meeting all Housing IT and tenant facing (service delivery needs). ii. New system will meet business requirements as provided by and agreed with BCC Housing and senior stakeholders.
Asset management system and Compliance	As per above Housing Management above, plus: i. Current and known future Compliance needs cannot be supported. ii. Ongoing data issues – duplication and data loss etc. Requires a dedicated IT (data) support team to maintain current system.	Specific or key to this system / service: i. New system will meet business requirements as provided by and agreed with BCC Housing and senior stakeholders ii. Data will be cleansed and migrated to the new system. This will be managed and maintained by the supplier as part of the managed service. The new system plus our improved processes and workflows will eradicate the issues re: loss and duplication and remove the need for a dedicated BCC support function for Housing asset data.
Field service management system and Job costing solution (inc. scheduling, estimation and costing): contract ends in July 2023 and the system will be as end of life in Dec-22.	As per above Housing Management above, plus: i. Job estimation has to be done manually. ii. Job costing process in manual and all invoices checked by hand. iii. Majority of job scheduling is carried out manually. iv. No interfaces with larger suppliers for the above – reporting, tracking etc. mostly manual. v. Limited mobile app / system access – no push notifications, job assignment etc. vi. Above app is not available to non-BCC staff. vii. No stock control – BCC does not know what stock its team hold. viii. Analysis of value for money and savings opportunities.	As per above Housing Management above, plus: i. New system will meet business requirements to automate this process. ii. As per (i). iii. As per (i). iv. Technical requirements for the new system include the capability to interface with supplier systems, either via API or Microsoft (AD or federation). v. New system will include new mobile app for BCC field staff and suppliers. This will include push notifications, auto scheduling and diarising of jobs etc. vi. As per (v) above. vii. This has been included as a requirement for the new system. Management use of the information that this will provide and control that it will enable is not. viii. New system will include enhanced and ‘real time’ reporting capability that will enable the management team to better understand working practices, costs per job etc. and exploit these to improve productivity and reduce costs.
Private Housing Case Management & Accessible Homes	As per above Housing Management above, plus: i. Case Management relating to service requests, private housing licensing, home accessibility adaptations and grants and loans management, as well as lease, rent and related processes for non-std tenants (e.g. vehicle dwellers) requirements should be met by the new Housing Management system.	As per above Housing Management above, plus: i. Specific requirements have been gathered, synergies with Housing identified and included within our requirements for the new system.
Building compliance and information	As per above Housing Management above, plus: i. Current system cannot support legislative requirements, post-Grenfell,	As per above Housing Management above, plus: i. Specific requirements related to compliance have been included and the new system will meet these.

	for regulating the safety of high-rise blocks.	
Digital Services	As per above Housing Management above, plus: i. Self Service – current system does not offer / cannot support a self-service app for tenants / residents. This must be the primary means by which tenants / residents' access std housing services (e.g. repairs and rents) in the future and is key to the success of automation and a significant Evalue in cashable benefits and savings. ii. Digital services portal (tenants / residents, web) – in addition to and supporting the above, for more complex interactions where a mobile app may be insufficient / tenants / residents who do not have a smartphone. iii. Digital services portal (contractors, web) – for external suppliers, to interact with BCC and for digital submission of invoices, confirmation of payments etc.	As per above Housing Management above, plus: i. New, digital Housing app will be delivered by the new supplier. This is a critical deliverable and will cover rents, repairs, maintenance in the first instance. Requirements also include a chatbot and FAQs for support, as well as an instant messaging function. ii. New revised web portal for tenants / residents and citizens, with new and updated forms, that will improve service delivery and service management. iii. As per (ii) above but focused on our suppliers. Will include new functionality that enables them to submit invoices on line, using an automated process to replace the current manual, paper based way of working.
Data and analytics	i. Fragmented and disparate data sources that complicate reporting, limited ad hoc capabilities and no (live) dashboards available. ii. Data quality issues inc. duplication and loss related to the above. iii. Manual, people and cost-heavy ways of working that have evolved to address the above. iv. Dedicated IT / data support teams required to maintain the above.	i. Data cleansing and migration to a new single operational data source will be delivered by the programme, alongside enhanced reporting capabilities and tools. ii. Data cleansing and migration to a new single operational data source will improve data and analytics, align to corporate data strategy and address data issues with quality, consistency and duplication. iii. The above will support process automation and remove the need for manual data cleansing and report building. iv. Support time needed will be reduced as a result of the above and system support for apps and data will be provided by the supplier as part of a fully managed service. Dedicated BCC resources will not be needed.

2.5 Relevant lessons learned

1. In the past, BCC Housing has procured its own technology, using Best of Breed systems and suppliers:
 - This has led to a disparate and fragmented technology platform, with numerous support, performance and compatibility / interface and data issues.
 - Market testing has identified a number of suppliers who provide single platform, modular housing systems to our peers, which meet all our core requirements.
 - These are the suppliers, whom we have already met with and discussed our requirements and plans, that will take part in our competitive procurement exercise.
2. Previously, BCC Housing has procured systems and applications which have then been heavily customised to meet the perceived needs / culture / preferred ways of working of the Housing And Landlord Services:
 - This has seen us fall victim to long and expensive lead times to deliver these systems and applications, and has led to a 'move the mountain' rather than a 'move to the mountain' approach to technology.
 - As a result, technology has been heavily customised or built to spec (bespoke). These systems and applications, which adhered to the current strategy and practice, have proven difficult and costly to support, which has led to poor user perception of the delivered end products.
 - The previous approach as above has seen systems developed as silos and not in concert, leading to a number of functional and technical shortcomings, which have impeded the abilities of our staff to deliver services, in some cases seriously.
 - To mitigate this, we will only consider proven, in live use COTS (configurable, off the shelf) technology for the Housing systems element of our programme. Bespoke IT systems will not be considered or used.

- System customisation will not be allowed (it is rarely offered as a supportable product by the suppliers, in any case), configuration will be limited and we plan to adopt a market leading, peer used technology platform, based on Best Practice Housing Service processes.
 - Delivery will be supported by a comparable focus on business process change, change management and training and education.
3. When conducting large / complex project and programmes in the past, BCC has underestimated the time, resources and costs of delivery:
- Recent experience shows that some BCC projects have required additional funding, scope changes and have missed milestones due to a reticence to ask for what seemed like large amounts of money, people and long timescales.
 - As a result, dis-benefits have emerged during delivery that have reduced or removed project benefits, with quality, cost and time milestones compromised.
 - To mitigate this, we have used an existing BCC model to estimate the costs in this business case. These have been used successfully by other projects and use a mix of known internal and estimated supplier / freelancer costs based on available rate cards etc.
 - Further mitigation could be achieved through use of external expertise and we would strongly recommend that Procurement and Change consider re-engagement of Gartner or similar. This would enable objective evaluation of project proposals, costs and timelines versus market averages and real world, comparable examples.
4. When negotiating new agreements and extensions, BCC has not always benefited from the use of standard public sector or commercial frameworks and their enforcement:
- Recent examples include a contract where the supplier removed a standard clause re: Termination For Convenience. This will see BCC bearing higher costs when the contracted service is no longer required but will support charges still need to be paid;
 - Also two new agreements where the award was made without a 'cooling off' period and where the winning suppliers proposals have subsequently been called into question re: fitness for purpose. This has compromised the ability to re-tender or terminate.
 - We are mitigating the above through use of the most appropriate Crown Commercial Services framework and lot for the Housing IT services that BCC is seeking. This includes pre-agreed contract schedules that will avoid the issues noted above.
 - In addition, the procurement process is being run by a dedicated, professional procurement manager fully supported by the BCC in-house team and internal legal counsel. We will also be seeking legal assistance on the completion of the contracts prior to signing.

2.6 Any changes since last approval

The programme has completed the planned Procurement stage and identified a Preferred Supplier, **NAME**

3.0 Programme Definition

3.1 Overview of the Programme

The Housing IT Transformation Programme (HITT) was convened in late 2021 to ensure the timely and cost-effective replacement of our current Housing systems and to deliver business improvement and efficiencies alongside this.

Our Housing systems range from 8 to 20 years old, were all at end of contract in May 2022. This has been extended until May-24 (Civica systems), when several will reach end of life and must be replaced. Our main Workforce system (Salesforce CLICK) reaches end of life in Dec-23 and must also be replaced. These operate alongside a number of smaller, supporting systems which are equally old / inefficient and expensive to maintain such as CDP, RentSense etc.

Current systems procured under the now outdated concept of “best of breed”, were sourced from multiple suppliers. This led to fragmented and inefficient service delivery processes, where technology is not able to support the Best Practice that the Service wishes to follow. In addition support was complex, expensive and a high cost – high maintenance middleware solution was needed to connect them (where this was indeed possible).

The above has led to the current position where Housing Services are unable to support BCC business and IT strategies, such as Digital First. The Service is also hampered by systems that are not able to comply with current legislation or support our As-Is business model or our preferred Ways of Working and optimal To-Be process.

Several legacy systems which deliver Critical Services will also be partially out of manufacturer support in 2023-24. This means that the system, applications and databases are no longer supported and present security vulnerabilities: ongoing use is no permitted by UK government organisations making early replacement vital for BCC. Some component parts of older systems have already reached this point and are now in final, extended support.

Continued use of the above is only permissible within UK govt whilst a suitable alternative is found.

It is our intention to replace these systems with modern, industry standard solutions whilst exploiting the opportunities presented by this to bridge current functional and process gaps using modern technology, and to support re-alignment of current business processes and practices. This will enable Housing to ensure that it can deliver the most appropriate services in the best possible way, to our citizens, and to do this in the most productive manner possible.

The programme commenced procurement in Sept-22, and we expect to complete this in Nov-22, with a Preferred Supplier identified by end-Dec-22.

3.2 Options Appraisal

Options Appraisal was presented to Cabinet on 7th June 2022 and approved.

Our recommendation, that the programme be allowed to identify a suitable supplier to deliver new services, systems and transformational change and to contract with them, was accepted and the OBC approved by Cabinet. This has now been completed, a Preferred Supplier identified, and the programme is now ready to proceed to Phase Three (Delivery).

The summary (updated to include expected, proposed Preferred Supplier costs) is below. For more details, please see pages 23-37 of the [Outline Business Case](#).

Preferred option	Option title	Outcome #1: New Strategic Housing System & tools	Outcome #2: Updated To-Be business processes & practices	Outcome #3: New digital citizen facing service delivery	Outcome #4: Single, cleansed & accurate operational database	Risk level	Total New Costs (22/23) £'000s	FY 23/24 & 24/25	Ongoing costs (annual S&M)	Confidence level (%)	Equalities Impact
☐	1 Do Nothing	N	Partial	N	N	H	£380,000	£694,000	£5,860,000	75%	Neutral
☐	2 Direct Award to an Existing Supplier (Do Something)	Y	Y	Partial	Partial	M	£1,398,318	£3,950,714	£5,860,000	50%	Positive
☒	3 Competitive Tender to Identify and Appoint a Preferred Supplier (Do Everything)	Y	Y	Y	Y	M	£1,398,318	£4,621,375	£2,831,893	75%	Positive

3.3 Programme scope

Housing IT provides the tools required to deliver a range of housing services to the citizens of Bristol. Multiple systems within Housing IT will reach end of contract or end of life, by May-24 at the latest. This brings an opportunity to explore and implement the best IT solutions available. To manage these opportunities, The Housing IT Transformation Programme (HITTP) commenced in Jan-22.

The purpose of the Programme is to enable change and put in place tools that will allow Housing and Landlord Services to enhance service delivery, achieve efficiencies and improve working practices. This will support the wider aspirations of Moving Forward Together, of which this Programme is part.

The HITTP Programme will explore options to replace end of contract applications and to deliver un-met business needs and requirements including:

- i. Housing Management systems: current contract ends May-24 (extended for two years from 2022);
- ii. Housing needs system: current contract ends May-24 (extended for two years from 2022);
- iii. Asset management system: current contract ends May-24 (extended for two years from 2022)
- iv. Field service management system (scheduling): contract ends in July 2023 and the system will be reaching its end of life. Support will be extended in line with the above.
- v. Private Housing Case Management & Accessible Homes: the system is reaching the end of contract and end of life as per (i) above;
- vi. Job costing solution: there is no solution in place, functionality is required to calculate repair job costings and support analysis of value for money and savings opportunities;
- vii. Building compliance and information: functionality required to meet the new legislative requirements for regulating the safety of high-rise blocks;
- viii. Digital Services: explore opportunities for improvement, including more opportunities for users to choose self-service;
- ix. Data and analytics: review options to improve data and analytics and align to the corporate solution.

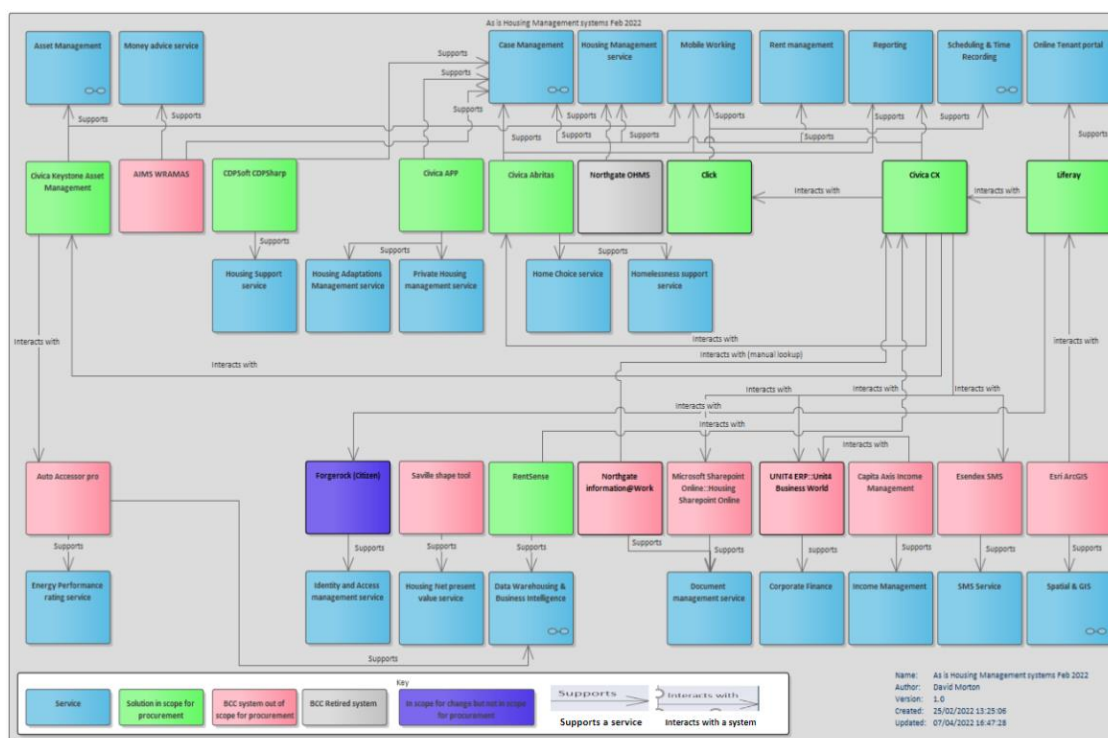


Fig #3: technology scope as defined by As-Is systems, Feb-22

There are multiple systems reaching end of contact or end of life, plus gaps in functionality that need solutions. Due to the number of different requirements, there will be multiple projects and project teams within the Programme. As a result we will secure additional, time-limited resources to resource this work. The costs identified are to resource these teams.

The Programme will be overseen by a programme board, with representatives from multiple areas of the organisation, including Change Services, Housing and Landlord Services, ICT, Finance, Audit, Legal Services and Procurement Services.

4.1.1 Current Housing IT Systems and Services

Our housing services above are underpinned by a suite of business-critical systems. This includes four systems procured over the last 15 years and now owned by Civica. These are core systems supporting Critical Services, as follows:

1. Cx Housing – Housing management system was added to Bristol's estate in 2015 through a competitive process for the replacement of its housing management system. A 5+2-year contract with Civica was secured through a Local Authority Software Applications (LASA) framework. Workarounds have made the system fiddly and not easy to use, perhaps due to the configuration.
2. Civica APP – used in Housing to manage private landlords and their properties, but more widely used across BCC as a pure case management system. This is heavily used by Regulatory Services in particular. Support is as per (1) above. Current version has functional gaps and is reaching the end of life.
3. Keystone Asset Management – The application was initially procured to meet the requirements of the Housing Health and Safety Rating System (Housing Act 2004) in 2005 and help the council assess condition of its housing stock. It holds asset data, safety records and replacement dates for investment planning.
4. Abritas – Procured and implemented as Choice Based Lettings module in 2008 for Bristol City Council and over 14 housing associations. Abritas issued to advertise and select tenants / residents for vacant properties.

The above are supported by a dedicated Housing IT Team, now moved into the wider BCC IT Service under Common Activities, but still funded by Housing. In addition, there are dedicated technical resources within H&LS who are fully engaged bridging reporting, data and systems gaps (e.g. data team within Asset Management).

In addition:

5. BCC uses a Salesforce system called Click to support our maintenance teams and their delivery of key services to tenants / residents. This system is not integrated with our core housing systems mentioned above, which necessitates time consuming and unproductive workarounds. In addition, the current version / system deployment has significant functional shortfalls where it cannot properly cost jobs or schedule these automatically.
 - a. This has been supported by a small IT team within Workforce, now moved to the wider IT Service, but still funded by HRA. Additionally, a number of Business Process Analysts have become involved in ad hoc systems support.
6. We have also identified a peripheral system, CDPSoft which also reaches end of contract in May-24. This is used within Housing Needs but is not integrated to our core housing systems. Again, this necessitates time consuming and unproductive workarounds and does not support the As-Is business functions.
7. Life Ray is the existing tenant portal which will be fully replaced as part of a new Digital app / portal, by the Delivery Partner.
8. Multiple other tactical systems also in use and continuing to be identified, will be replaced with the new IT system. These includes VoiceScape, Essendex, Sava.

Also, **RentSense** is an existing, tactical, application that identifies poor payers / missed payments. We hope to replace this with the new capabilities provided by the Preferred Supplier, to be confirmed that this is the case during planning and design. RentSense is not within scope however **NAME** have signalled that their native technology could perform the same tasks. This cost saving has not been included in our benefits statement at present.

It is many years since we explored the market to identify the best possible software solutions for delivering housing services. This is a key factor in the decision to extend the support for our current housing IT systems in the short term, whilst carrying out an IT transformation programme that will manage a competitive procurement process. We need to ensure that our suite of systems enable both our aspirations for delivering high quality services, and compliance with financial and business practices. We aim to do this in the most cost- effective way whilst also ensuring flexibility to extend the arrangements if needed or to give notice on the contract.

NB: It is important to note that the burning platform issue facing Housing is that all its critical service supporting systems reach End of Support in 2024. All except Civica CX, will be End of Life by that point and **must** be replaced. In addition, these are not currently capable of meeting regularity and legislative requirements for social housing and are already non-compliant.

4.1.2 Business change and transformation

As a consequence of the replacement of old and outdated systems, business tasks and roles will inevitably change. We will be uplifting our technology from a baseline that will be over 10 years old when it is replaced, and the new systems will bring with them a much greater degree of automation. Whilst this may result in seismic changes across Housing, it should be recognised that a number of manual tasks will be replaced and the roles covering this task released for re-deployment.

At the time of writing, this work has not yet started, except with the exception of some business and technical requirements clearly specifying a desire to replace workarounds with more automated systems. Please see section 3.6 (Benefits) for more information.

4.1.3 Phase Three Scope Summary

In Scope for Phase Three

These are, in summary, products that this proposal will seek to deliver and the teams/services/user groups that we anticipate may be impacted by the change. To ensure that we identify what should be included and integrated in an effective future state design, the BCC Processes, Organisation, Technology and Information (POTI) model has been used:

- **Technology**, buildings, IT systems and tools, equipment and accommodation (the decommissioning of the existing technology, buildings, equipment etc should be considered).
 - The programme will deliver a new Housing IT system, moving from multiple applications to a single technology platform.
 - This will include data migration and cleansing, a new digital front end and tenant self service functions as well as new tools (inc. reporting, mobile and office applications) for staff.
- **Information and data** required for the future business operations and performance measurement. (Consider the current quality of existing data/information and any data cleansing and/or data migration activities that will be necessary as part of the programme).
 - Current data is spread across multiple databases and of indifferent quality. The programme will cleanse and migrate all operational data to the new Housing system. This data will be accurate and updated in real time.
 - There are currently no formally agreed data owners within BCC Housing. These are required by UK GDPR – the programme will identify Housing data owners and ensure that they are aware of their responsibilities.
 - Accurate reporting is not always possible without manual intervention and it is not possible to easily obtain a single view of all records related to a tenant or asset. The programme will deliver clean data and new reporting functionality to address this shortfall.
 - Duplication and data loss are an ongoing issue within Housing, exacerbated by manual interventions where multiple versions of data are created / maintained. The programme will address this by delivering a “single version of the truth” within a single operational dataset.
- **Processes** and business model including performance metrics
 - The programme has developed a To-Be model for the functions affected by the new Housing system. We have worked with the Preferred Supplier to ensure that Aspirational has become Achievable and that their Best Practice (for which their technology has been designed), has been included. This ensures that we will move towards To-Be and not customise systems and processes.
 - Performance metrics related to the self-service have been estimated in the Expected Benefits section.
 - Whilst the programme will re-train and realign resources, we will not deliver large scale organisational change. As such, service delivery performance metrics are out of scope, with the exception of self-service.
- **Organisational** structure, staffing levels, roles, culture and skills
 - The programme has a comprehensive plan to deliver training and operational changes that have been identified and agreed as being in scope. This encompasses all service delivery areas within Housing.
 - This approach was reviewed and agreed by the programme board 26/9/22.
 - Organisational change opportunities will be reviewed as part of the programme’s Benefits Review Group and passed to Commo Activities for action, where appropriate and agreed.

Out Of Scope for Phase Three	Any risks/consequences associated with “Out of scope” items
Any systems or business processes (and related change management) that are not listed in this document or our project and programme mandates as being within scope, will not be included. Business change outside of the Housing Service is specifically excluded. Extension of current contracts for Housing IT systems – these remain with their current owners and budget holders. They have been made aware of the programme timeline. Any proposed changes to this will be subject to Change Control, financial impact assessment and funding (where needed) and approval to change the scope given by the programme board.	None at present. The scope of the programme has been assessed at a more granular level and related or dependent systems and processes added to it’s scope (for example: CDPSoft).
Decommissioning of Legacy Systems and related infrastructure	The programme will replace all systems functionality where this is still required and migrate all data to the new system and data lake. Physical decommissioning of legacy systems remains the responsibility of the contract owner, and will follow the plans set out within the supplier agreements.

3.4 SMART Programme objectives

We will have succeeded when the programme has:

- Identified a Preferred Supplier and entered into an Agreement with them for the provision of the services needed by Housing, to meet their requirements;
- Documented the Aspirational To-Be model with the business and defined the Achievable To-Be model with the business and our Preferred Supplier;
- Built, tested and delivered a training and change plan that realises the benefits identified in the above;
- Successfully replaced the legacy Housing applications, systems and databases with a single, unified system having cleansed and migrated all operational data to this, trained and transitioned staff to new / revised ways of working.
- Delivered the Benefits as set out in this document.

4.1.4 Current SMART Objectives – Phase Three:

	Specific	Measureable	Achievable	Relevant/Realistic	Timebound
1	New Housing systems platform, single operational database and updated business processes ("Future State").	- Replacement systems for current services - New systems for new / updated business processes - Replacement / new systems for new areas (e.g. cross-BCC case management)	- Soft market testing in 2021 identified systems are which will meet our needs. - A Supplier & Solutions Investigation in 2022 confirmed that approx 10suppliers can provide systems and act as our delivery partner to ensure that the technology and change goals are achieved.	Soft Market Testing in 2021 and Supplier & Solutions Investigation in 2022 confirmed that the programme outcomes are achievable.	Delivery by May-24 wherever possible
2	Identification and appointment of a single delivery partner, for the above and using a single, modular technology platform.	A competitive procurement process, using an appropriate govt framework will provide us with a realistic plan and complete audit trail.	- A robust plan to complete the procurement (identify the Preferred Supplier) by end-Nov 2022. - This has been supported / accelerated by early engagement with key suppliers in early 2022.	Soft Market Testing in 2021 and Supplier & Solutions Investigation in 2022 confirmed that the programme outcomes are achievable.	- Preferred Supplier will be appointed at the conclusion of the procurement exercise, by Dec-22. - Delivery by May-24, wherever possible.
3	Delivery of the future state – new technology, business processes, change management and on-boarding etc.	As-Is gap analysis, requirements gathering and To-Be model construction has been instigated to identify changes that will be beneficial to BCC.	- Requirements gathering completed as planned Q2 2022. - As-Is analysis and mapping will complete as planned in Q3 2022. - To-Be mapping and Gap Analysis will complete as planned in Q4 2022.	Change planning will involve working closely with our business stakeholders to devise an achievable plan that delivers highest possible business benefits.	- Some elements of the change plan will need new systems in place to complete delivery. - Delivery by May-24, wherever possible.
4	Business change and transformation – delivering re-training and re-alignment of	Informed by the agreed To-Be model, a plan to deliver re-training and support 'coal face' business changes (e.g. 'working day').	To-Be model drafted by 30/10/22 with the business then reviewed and agreed with the Preferred Supplier(Aspirational to Achievable).	- Final To-Be will be built with the business and supplier. - Proposed model will be subject to review and approval by the programme board.	- To-Be completed and approved by Feb-23; - Change plan agreed and approved by Mar-23;

	roles. Supporting re-allocation of staff where appropriate.		b. BCC will move towards the suppliers systems and Best Practice and not vice versa.		c. Delivery in line with the Implementation Plan, that will be agreed with the Preferred Supplier in Q1 2023.
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3.5 Project portfolio – the projects or workpackages that will feature in the Programme

ID (If known)	Project (or Work package) name	Named Lead	Key deliverables	Estimated delivery (Or prog tranche for delivery)	Assoc. prog objective/s #ID (Section 3.4.1)
21EN625.9	Case Management inc. Private Housing, Accessible Homes	Francesca Barclay	Single Housing system and fit for purpose applications New reporting tools: Line of Business, ad-hoc and dashboards Cleanse and migrate operational data Improved business processes for service delivery	Phase Three – Delivery (Mar-23 – Oct-24 est.)	Section 3.4.1 Objectives #1 - 4
21EN625.1	Housing Management	Ali Anwaar	Single Housing system and fit for purpose applications New reporting tools: Line of Business, ad-hoc and dashboards Cleanse and migrate operational data Improved business processes for service delivery	Phase Three – Delivery (Mar-23 – Oct-24 est.)	As above
21EN625.6	Workforce Scheduling and Costing, Repairs and Maintenance	Kiran Shet	Single Housing system and fit for purpose applications New reporting tools: Line of Business, ad-hoc and dashboards Cleanse and migrate operational data Improved business processes for service delivery New mobile applications for field teams Interface to self-service system / app	Phase Three – Delivery (Mar-23 – Oct-24 est.)	As above
21EN625.2	Housing Needs Register	Kiran Shet	Single Housing system and fit for purpose applications New reporting tools: Line of Business, ad-hoc and dashboards	Phase Three – Delivery (Mar-23 – Oct-24 est.)	As above

			Cleanse and migrate operational data Improved business processes for service delivery		
21EN625.8	Digital Services, Data and Reporting	Myriam Selfe	New tenant facing portal Tenant self-service app for Housing Services Single Housing system and fit for purpose applications New reporting tools: Line of Business, ad-hoc and dashboards Cleanse and migrate operational data Improved business processes for service delivery	Phase Three – Delivery (Mar-23 – Oct-24 est.)	As above
21EN625.3	Asset Management & Compliance	Ali Anwaar	Single Housing system and fit for purpose applications New reporting tools: Line of Business, ad-hoc and dashboards Cleanse and migrate operational data Improved business processes for service delivery	Phase Three – Delivery (Mar-23 – Oct-24 est.)	As above

3.6 Benefits Map

The Programme will replace outdated, inefficient and unsupported technology with a new, fit for purpose system as part of a fully managed service from our Preferred Supplier **NAME**. This change will support our three key technology objectives for the Programme, which will in turn support non-tech change within the organisation, and allow us to realise the benefits set out below. These objectives can be summarised as:

1. **Digital** – provision of tenant facing self-service platform (portal and app) that will be our primary means to offer services out to tenants / residents and citizens. The new system will be location agnostic and provide mobile access for staff, with a secure connection to the full system. New mobile applications will meet the specific service delivery needs of our staff, support their roles, and be device agnostic.
2. **Data** – cleansing of our current operational data to remove issues related to duplication and quality, and migration of this to a single data source to create 'one version of the truth'. Removal / replacement of manual process, increasing efficiency and mitigating the current data loss issues. Improved reporting via a new tool, including line of business (LOB), ad-hoc and dashboards based on accurate and up to date data. Ongoing use of the data lake as the Housing data archive.
3. **Automation** – use of the new Housing IT system to automate currently manual processes, wherever possible. This will support **Digital** by integrating end-to-end processes within the new system e.g. service requests can be automatically processed, estimated and costed then resources etc. signed. In addition, we will deliver a To-Be model that sets out optimum business processes for key areas affected by / able to benefit from the new Housing IT system.

Programme benefits will be driven by three major changes to the current Housing Services IT provision:

- i. **Fully Managed Service:** HRA currently funds a number of roles and support services which are dedicated to the legacy technology currently in use. These services and roles will change, reduce and may be removed once the new system is live. In addition, there are a number of support activities within Housing which will no longer be needed, for the same reasons. These include roles dedicated to addressing current issues with data and reporting, which the programme will remove via new technology and applications.
- ii. **Automation:** Housing currently employs a number of manual processes to support and deliver key services, where our peer group now utilise better technology to automate these. The new technology that the programme will deliver will enable BCC to automate more elements of Housing Services delivery. This will improve services to the tenants / residents of Bristol through greater efficiency (e.g. expedite delivery) and increased productivity as technology enables staff to do more, moving from hands-on service delivery models to oversight and management by exception.
- iii. **Self Service:** BCC currently has a very poor digital offering, in comparison to its peer group. It offers a very limited range of services through its website, nothing through other digital channels and is heavily reliant on a people-centric telephony contact and support model. This is not able to deliver services to or interact with our tenants / residents in the most effective and cost efficient manner, leaving us unable to deliver best services in the most appropriate way. We are running significantly behind our peer group and other service providers in this respect. The Programme will address this and deliver self-service capabilities for key housing services to our tenants / residents, providing better and immediate access to core services such as repairs and rents via a digital platform, supported with better mobile applications and system access for our staff. This will also drive efficiencies and benefits throughout our back-office as processes are streamlined and re-aligned to support digital channels as the preferred method of service delivery and (initial) contact with tenants / residents.

In addition to the above, process reviews underway as part of our Future State (To-Be) activities have identified opportunities for wider business change (e.g. Re-Allocation and Re-Organisation of staff, teams etc.). These are being presented to Common Activities for their consideration: potential savings etc. linked to these are not presented in this document, as further investigation by a non-IT project is required.

4.1.5 Caveats and Assumptions

Please note that the tangible benefits set out in this benefit map will not be realised by the programme in its current lifecycle. These benefits require programme delivery to complete before they can be realised, as they are dependent upon new technology, new / revised processes or both. Delivery of this will be assigned to owners by the programme and formally handed over once the new Housing IT system is live. We expect that the current delivery team will be largely stood down once Phase Three is complete (Implementation).

Please also note that all financial benefits and savings can only be delivered once the new system is live and established and are not expected to take effect until Year Two of the new contract. Benefits and savings will then be delivered over the life of the contract.

4.1.6 HITT Benefits Map – November 2022

“A detailed outline of our benefits realisation strategy, including owners and timelines, can be found in section 4.4 below.

NB: we have used the standard BCC benefits expected, as given in the Change Directorates Benefit Map:

- Items **In Bold** are relevant to the Enabler noted;
- Items ~~struck through~~ are not relevant to the Enabler noted.

Benefit ID	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
BEN01	<u>New IT system for Housing – current applications will be replaced with Single System.</u>	This will meet BCC requirements and represent a significant step forward: as such it underpins all other benefits and opportunities. The new system will fully support the current known processes and those being reviewed and revised by the analyst team at present. We expect that ‘out of the box’, the new system will better support the current Housing teams and deliver substantial benefits (pre-change management) by addressing the main technical issues which the current multi-system / multi-supplier approach has caused. In addition, new tools that will automate a number of our key (but still manual) processes such as workforce scheduling, will quickly improve efficiency and increase productivity.	Reduced costs Income/ revenue generation Reduced pressures Cost avoidance	Reduced cycle/ process time Reduced response time Environmental (e.g. reduced Carbon)	Improved reputation Improved staff satisfaction Improved customer satisfaction Increased awareness Reduced risk
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		

	Modern, up to date and fully supported systems. Full support for business processes. Reduced support overheads. Support for Digital First. Increased productivity and efficiency. Improved service delivery for tenants / residents.	Potential resistance to change from Housing IT and Support teams, as the fully managed service supporting our new housing IT system changes Working Day activities for staff.	Housing IT Support Team costs: Not required to support new system (FMS). Approx. saving £1.1m over four years. Cannot be realised until the programme has delivered: resources must be retained to support the old systems.	Ability to deploy To-Be processes for service delivery, supported by new IT. Improved response times due to automation and digital access to services (for tenants / residents, citizens as well as staff). Support for Carbon Reduction goals – less paper, reduced used of energy consuming IT infrastructure.	Frustration with current system will be removed, manual workarounds replaced with fit for purpose IT. Improved service delivery processes leading to SLA being met / exceeded for tenants / residents and citizens. Reduced Risk of failure, less downtime and (un)scheduled maintenance.
BEN02	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
	<u>Tenant Facing – better access to services / improved service delivery via a new digital service delivery platform.</u>	To include a much-revised tenant front end portal, which support their access to Housing services online and reaches far more user groups that before; We will deliver a mobile app that enables tenants / residents to get rapid access to some of our most used services (e.g., repairs and maintenance) and to fully self-serve many of these. This will lead to less calls and tenants / residents spending less time On Hold; As above but for field teams, we'll be delivering device-agnostic access to the 'back end' systems, giving staff apps and browser-based systems that mean they can get to what they need, wherever they are via phone, laptop, tablet. This will also support improved service delivery.	Reduced costs <i>Income/ revenue generation</i> Reduced pressures Cost avoidance	Reduced cycle/ process time Reduced response time <i>Environmental (e.g. reduced Carbon)</i>	Improved reputation Improved staff satisfaction Improved customer satisfaction <i>Increased awareness</i> Reduced risk
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		
	Improved service delivery via new digital app and improved online portal for Tenants / residents. Support for Digital First, alignment to BCC strategy.	Potential resistance to change from Workforce and CSC teams, as automation and reduced Housing	CSC workload reduction will release approx. nine roles.	Automation of current manual processes leading to reductions in cycle / process time for	New digital front end that lifts BCC above its peer group. Immediate access to key services for tenants /

	Reduced report-resolution time. Supports automation of Workforce processes for Repairs and Maintenance. Support automation of workflow processes for Private Housing Licensing.	calls and emails change Working Day activities for staff.	Estimated savings over four years are £1.1m.	internal support activities and tenant facing services. Improved response times due to automation and digital access to services (for tenants / residents, citizens as well as staff).	residents via apps and portals. Less staff frustration as manual workarounds, incorrect data and inefficient technology are replaced. Reduced Risk of failure, less downtime and (un)scheduled maintenance.
BEN03	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
	<u>Data – single version of the truth. Cleansing and Migration of operational data to a new, single data source.</u>	BCC, lead by the Preferred Supplier will be cleansing the current housing data, removing duplicates and migrating clean, quality assured data to a new operational data source. This will remove current issues re: duplication and data loss, as well as providing data sources that will be updated in real time and improve management reporting, service management etc. This will provide BCC with a comprehensive dataset for all tenants / residents and assets, unifying our currently fragmented databases. Data quality is a real issue for Housing with implications across systems – addressing this will be a significant benefit to BCC.	Reduced costs Income/ revenue generation Reduced pressures Cost avoidance	Reduced cycle/ process time Reduced response time Environmental (e.g. reduced Carbon)	Improved reputation Improved staff satisfaction Improved customer satisfaction Increased awareness Reduced risk
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		
	Data will be fit for purpose with duplication and data loss issues resolved. Cleansed data will support more accurate, real time reporting. Data will be auditable and fully traceable.	Potential resistance to change from Housing Data and Support teams, as cleansed data and improved reporting functionality change Working Day activities for staff.	Housing Data Team costs: Not required to support new system (FMS). Approx. saving £400k over four years. Cannot be realised until the programme has delivered: resources must be retained to support the old systems.	Improved Management reporting. Live data and ad hoc reports to support service delivery and management. Support for carbon reduction goals – less paper, reduced used	Current data duplication and accuracy issues removed. Data loss risk (manual data management) fully mitigated.

				of energy consuming IT infrastructure.	
BEN04	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
	<u>TCO (Total Cost of 'ownership') reduction for BCC, in comparison to the current Housing systems and support model and Value for Money (VfM).</u>	We have procured a Fully Managed Service from our preferred supplier: this was a Must Have. We can expect this to be cloud based (no / very little on premise tech) and don't expect to be providing dedicated BCC technical staff to support the system itself. This should reduce operating costs. Other <u>expected</u> benefits include: Improved Charging model – FMS suppliers typically charge quarterly in arrears and based upon usage of the system, which should see a reduction versus the Per Seat fixed price cost model. Also removes the need for BCC to pay for Housing IT annually in advance as it currently does. Cross charging for non-HRA –model above will enable BCC to accurately levy cross charges versus the current situation where HRA funds IT for a number of GF roles and services (e.g. Public Health for Case Management etc.). Stock Control – Requirements for the new system include stock monitoring and include accurate reporting tools that will enable managers to reduce / prevent over allocation and wastage, and the associated costs.	Reduced costs Income/ revenue generation Reduced pressures Cost avoidance	Reduced cycle/ process time Reduced response time Environmental (e.g. reduced Carbon)	Improved reputation Improved staff satisfaction Improved customer satisfaction Increased awareness Reduced risk
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		
	BCC will be able to evidence that it's new Housing IT provides the best possible services at the optimum price: VfM. Support services for IT will be simplified and costs will reduce (see other sections in this table). New systems will be "Stable, Secure, Scalable".	Changes may disrupt the current IT and Housing support teams.	See Section 3.6 for costs comparison, new vs. old and associated benefits.	Improved stock control and management reporting. Cross charging non-HRA users of the HRA system.	Enhanced reputation amongst our peer group as services and technology improve. Staff morale improves as fit for purpose, process aligned IT is rolled out.

					Customer satisfaction lifted when TCO savings are public – lower costs and less waste in a time of tight purse strings.
BEN06	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
	Support Model and SLA – fully managed service (FMS) model	The new proposed SLA represents a considerable improvement on the current service and support agreement. Availability time is higher, response times quicker and down time (inc. maintenance) much shorter and it's clear that the supplier is responsible for end-to-end support and maintenance; This also includes an enforceable Service Credits regime where service costs for BCC reduce should performance fall below the SLA set levels. If recent outages were repeated in the new world, there would be financial compensation for this; The new support model is also predicated on the Single Supplier model – we will only engage with the primary service provider, and they are responsible for meeting the SLA, including managing any third parties, sub-contractors etc. BCC will not need to pursue different providers, with differing SLAs in order to ensure that the new systems are available and performant.	Reduced costs Income/ revenue generation Reduced pressures Cost avoidance	Reduced cycle/ process time Reduced response time Environmental (e.g. reduced Carbon)	Improved reputation Improved staff satisfaction Improved customer satisfaction Increased awareness Reduced risk
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		
	FMS will remove the current support burden from Housing IT (dedicated team at present), with all non-training / FAQ support provided by the supplier. All changes subject to change control – this will be chargeable and must show a clear cost benefit.	Current BCC model is that contract owners manage the contracts themselves. We would recommend that this is made the responsibility of a Service Manager. This role / function would then objectively manage Agreements for BCC. There may be cost associated with this although it could be resourced from roles reduced as a result of the new FMS for Housing IT.	Greater availability of systems delivered as part of a fully managed service, policed by an SLA with financial penalties for missed targets.	Service Credits – value cannot be currently calculated. Improved system availability will help improve cycle and processing times. Up to date technology that support our Ways of Working will	Visibility of the SLA and also of penalties when this is not met. Better access to services provided by IT with much greater availability.

	Significantly reduced allowed downtime within the new SLA: availability increased to over 99% Significantly improved support services: response times for issues etc. reduced by 50% from current. Financial incentives regarding system and support service improvements: enforceable and tangible service credits regime to encourage high performance. Current agreement includes such long service delivery targets, credits are almost impossible to recover.			support response time improvements.	
BEN07	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
	<u>Improved finance Interface and 'single route' to (some) services – improved cost control through tighter processes for service delivery.</u>	Example: Repairs and Maintenance spend, which has not passed through existing Housing systems (Cx or CLICK) for this. Figures quoted for this are approx. £2m in the last FY (or approx. 33% of total R&M spend). The new system will push all R&M (repairs and maintenance) jobs through a single system, via a single interface with Finance. This will allow BCC to see which of this spend is allocated to projects, non-standard works etc. and ensure that costs are correctly allocated. This will be replicated across all services where charges are applicable or spend incurred.	Reduced costs Income/ revenue generation Reduced pressures Cost avoidance	Reduced cycle/ process time Reduced response time Environmental (e.g. reduced Carbon)	Improved reputation Improved staff satisfaction Improved customer satisfaction Increased awareness Reduced risk
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		
	Currently, costs can be allocated to Housing outside of the Housing Systems. Approx 30% of current costs allocated to Repairs and Maintenance has not passed through the current systems. This will be properly allocated to the correct cost centres. Current Finance interface / Housing system do not allow almost-live or ad-hoc updates. Although some data will remain historic (e.g. rent payment	None	Approx. £60,000 written off (revenues) in 22-23 due process and technology gaps in Revenues (Collection). This will be recoverable with the new system. Up to £2,000,000 est. costs allocated to Repairs And Maintenance in Agresso, which has not passed through our	Staff and tenant access to (up to date) information will be improved.	Risk of incorrectly or un-assigned costs will be mitigated.

	upload) due to BCC use / config of Agresso, we will be able to introduce ad-hoc.		current Click / Cx systems. This will be traceable with the new system. Costs will be correctly assigned and processed according to the business's To-Be process(s). Reduced costs and improved management reporting through process automation.		
BEN08	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits
	<u>Inherent change and Future Change Opportunities: improved processes for service delivery.</u> Where we identify an opportunity to improve service delivery beyond (a) (e.g. greater automation and mobile technology would support a move to centralised R&M model, rather than regional), this will be referred to the Head of Housing for action (e.g. via Common Activities).	The change workstream is focused on Re-Train, Re-Align (to revised business processes) and show where resources could be Re-allocated (where new system releases time) where roles are directly impacted by the new systems, as we adopt Best Practice for service delivery (e.g. move towards the tech).	Reduced costs <i>Income/ revenue generation</i> Reduced pressures Cost avoidance	Reduced cycle/ process time Reduced response time <i>Environmental (e.g. reduced Carbon)</i>	Improved reputation Improved staff satisfaction Improved customer satisfaction <i>Increased awareness</i> <i>Reduced risk</i>
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		
	Staff will be fully trained to use the new system. Staff can be re-aligned to support To-Be processes and improved Ways of Working, when the IT system has been delivered. BCC Housing will have a To-Be process model that supports future re-organisation and business process engineering, as it fully embraces Digital First and Automation.	Staff may resist small change if they sense Large Change looming, and disrupt programme delivery. BCC may miss the opportunity to fully embrace Digital First and Automation and not realise the benefits highlighted in this section.	Value of Inherent Change is given above - Housing IT Support Team saving: est. £1.1m Data Team saving: est. £400k In addition, a further est. £1.8m could be saved by Repairs and Maintenance automating job estimation and scheduling, which would release resources currently doing this manually.	Revised / new processes plus Automation and Self-Service will reduced cycle/ process and response times.	New system and processes will elevate service delivery to a level equal to its peer group. Staff will be supported by fit for purpose technology and Ways of Working. Tenants / residents will service delivery improve.
BEN09	Enabler – programme / project activity	Objective – desired future outcome(s)	Financial benefits	Tangible, non-financial benefits	Non-tangible benefits

	<u>Supplier and Third Party Contract Facing – better access to services / improved service delivery via a new digital portal.</u>	To include a much-revised front end web portal and app for external suppliers / contractors, which improves their access to Housing online – invoicing, job allocation etc.	Reduced costs Income/ revenue generation Reduced pressures Cost avoidance	Reduced cycle/ process time Reduced response time Environmental (e.g. reduced Carbon)	Improved reputation Improved staff satisfaction Improved customer satisfaction Increased awareness Reduced risk
	Benefit(s)	Dis-benefit(s)	Potential Value (over the life of the contract, 4-5 years)		
	Improved service delivery via new digital app and improved online portal for contractors. Support for Digital First, alignment to BCC strategy. Reduced resolution time for invoices. Supports automation of Workforce processes for Repairs and Maintenance. Planned marketing activities will raise awareness of services, app and portals with tenants / residents and suppliers.	None	Approx. <u>£1,000,000</u> over the the life of the contract, in reduced invoicing costs alone (high confidence benefit). Efficiency uplift and improved productivity expected as the supplier app takeup improves and cycle time (job logging to completion) is shortened. Medium confidence benefits.	Automation of current manual processes leading to reductions in cycle / process time for internal support activities and tenant facing services. Improved response times due to automation and digital access to services (for contractors and suppliers).	New digital front end that lifts BCC above its peer group. improved access to jobs and services for third portals via app / portal. Less staff and supplier frustration as manual and inefficient processes, payment times and costs reduced.

All £ values above are estimated and assume that the new systems inc. digital front end and supporting automation of business processes have been delivered.

3.1 Tangible Potential Benefits and Savings: Summary

Cost savings related to benefits etc. set out in the table above can be summarised as follows. The thought behind these figures is set out in section 3.7 below:

Business Area	Annual Saving / Benefit	Total Saving / Benefit over four years (gross)
NAME annual license and support saving (vs. Civica)	£476,875 avg. over 4Y	£2,384,375
Housing IT Support – resource costs reduced due to managed services for Housing IT	£299,192.63	£1,196,771
Data Analysis & Support (asset management) – as above	£121,587.25	£486,349
Customer Service Centre – savings related to process automation for tenant facing services and new Digital App and platform.	£261,979.74	£1,047,919
Workforce, Repairs & Maintenance – as above.	£516,415.72	£2,065,663
Business Analysis (system change, support)	£100,828.00	£403,312
Digital Invoicing via contractor portal	£244,910.00	£979,640.00
Debt management and fund allocation – removing write offs of unallocated costs etc.	Approx. £80,000	£320,000
Post Room savings – cost savings related to fall in post due to automation of Housing Services & Digital.	£15-25,000 est.	£92,000
ForgeRock – cost saving, migrating to Azure (existing BCC IT service).	£82,400	£329,600
Licensing – new systems remove need for manual workarounds etc.	£95,000 est.	£380,000
Small systems replaced by new functionality, as part of a single platform	£145,000	£580,000
Reduction in RentSense charges (partial replacement of some functionality)	£48,000	£192,000
Total potential <u>gross</u> savings:	£2,889,101	£11,556,404

Please note:

- Figures are estimates only.
- Resource / staff costs used included employer NI but not all employee benefits as these can be specific to roles and individuals. A 5% pension cost estimate has been included.
- Totals assume a four-year saving within a five-year contract, with year one being devoted to delivery of the new system etc.
- Figures are gross, excluding system delivery costs etc.

Confidence levels for the above benefits and savings are **High** with the solution provided by **NAME**

Potential benefits where current confidence levels are lower (**Medium-Low**) include the following:

Business Area	Annual Saving / Benefit	Total Saving / Benefit over four years
RentSense – requirements include the algorithm for this app as a Should and delivery is TBC with NAME Partial cost saving (reduced use) is expressed above. A minimum expected 20% is included in our benefits case.	£250,000	£960,000
Images At Work – standalone document management system. Not needed in NAME solution but decommissioning this is out of scope.	£130 PA per license £13,000 PA for 100 users est.	£52,000

3.7 Potential Benefits and Savings: Further Information

This section is intended to illustrate the thought that has gone into the tangible benefits and saving presented above. This is not exhaustive but provides evidence to support some of the major savings and benefits that will be delivered by the programme.

4.1.7 **NAME** license and support charge savings

The current legacy IT systems that **NAME** will replace are current charged as follows

1. Civica Cx, Abritas and Keystone: £ support and £330,000 licensing per annum;
2. Civica APP (case management): £68,000 per annum (support and software);
3. RentSense: £250,000 per annum, based on the current estate (charged per asset item);
4. Salesforce CLICK: £62,000 per annum.

The **NAME** costs for a solution which replaces the above for BCC Housing has been quoted as £ per annum. Therefore, once deployed, the new IT systems would deliver the following tangible benefits over the life of the agreement:

	Y1-Y2	Y3	Y4	Y5	Potential gross Savings (four years)
NAME Costs	£447,437	£646,955	£644,658	£645,325	
Legacy IT Costs	£1,352,555	£1,352,555	£1,352,555	£1,352,555	
Saving	NA – cutover period	£705,600	£707,897	£707,230	<u>£2,120,727</u>

Costs have been compared over four years to tie in with overall Benefits Case, which assumes Y1 for delivery then fully live in Y2. We have also assumed that Y1 costs are borne by BAU (for legacy) and HITT (all supplier related costs), in this case.

Legacy IT costs include current BCC IT Support costs, the removal of which is presented as a benefit below.

4.1.8 **Housing IT Support Team – move to a fully managed service**

The current Housing systems are supported by the suppliers (Civica and Salesforce) plus a dedicated BCC IT support team, which bridges the gap in current service agreements and provides hands-on, practical support for heavily customised old systems. In addition, they manage changes to these and carry out the bulk of any testing needed.

Line management for this team was moved under Common Activities, from Housing and Business Innovation Manager Sarah Spicer and they now sit within the corporate centre (IT, under Theresa Jones). Funding for the team at present comes from the HRA, not GF.

The new Housing IT system is being provided as part of a fully managed service (FMS). We have secured a Commercial Off The Shelf solution which is based on UK housing services Best Practice. As such the new system will be fully supported by the Preferred Supplier, changes being strictly controlled and chargeable with a cost / benefit for BCC and the Preferred Supplier being required to action these.

Updates, maintenance, patches will be the responsibility of the Preferred Supplier, as part of the FMS. This will include regression testing (e.g. ensuring that an update does not impact upon current functionality) with user testing at a minimum and most likely only needed where an approved, BCC-requested change has been made. In this case, we would expect testing to be carried out by the relevant users, or the responsibility of a specific project and in both cases, co-ordinated by the existing BCC Test Team.

As such, we foresee a significantly reduced role for this team in the future. However their inherent knowledge of the legacy systems and Housing business processes makes them very important to the programme and we would prefer to not see any changes, except natural wastage, until our Delivery phase completes in Q2 2024.

Therefore, we have estimated that the programme will deliver the following benefits and potential savings as follows:

Role	Current	Est. Cost	Proposed Change	Est. Saving (annual)	Future Resources	Est. total saving
Housing Systems Manager	1	£71,689.31	0.5	£38,680.81	0.5	£154,723.25
Senior Business Systems Analyst	1	£61,220.43	0.5	£32,969.43	0.5	£131,877.73
Business Systems Analyst	6	£457,967.11	3	£178,735.85	3	£714,943.40
Business Systems Technician	3	£146,419.59	1	£48,806.53	2	£195,226.12
Total	11	£737,296.44	5	£299,192.63	6	£1,196,770.51

In calculating the above, we have considered that some roles will remain once the new Housing System is live, as part of general IT support and change management for Housing.

Linked to the above is the assumption that with a fully managed service, reduced change and testing, business (process) analysis resources could also reduce. This is based on the previous Process Analysts also being reallocated (to Change) under Common Activities, and the expected reduction in the BA time needed to support change within the new Housing IT system. We have estimated that the potential benefit would be approx. two roles, saving est. £100,828 annually / £403,312 in total over four years.

4.1.9 Customer Service Centre – Digital service delivery / Automate supporting processes in Repairs & Maintenance and Rents

The programme will deliver new digital channels which will significantly reduce and, in some cases, remove the need for our tenants / residents to call the CSC, to access our main services. This in conjunction with automated provision of a number of these services will reduce the current CSC workload.

The CSC, as part of DTP is currently evaluating its resource model in anticipation of the move to digital services delivery across BCC and not just Housing. We have worked with the CSC to extract and analyse Housing-related data, then use this to model a number of probable and expected scenarios.

The resources changes and savings shown in the table above are based on the following, using current call data:

	Current		75% reduction		Resource Saving
	FTE Hours	FTE Required	FTE Hours	FTE Required	
Mon	147	20	59	8	12
Tue	131	18	53	7	11
Wed	107	14	46	6	8
Thu	107	14	46	6	8
Fri	99	13	42	6	7

As can be seen, a 75% reduction would see a saving of approx. nine roles (per annum) across the CSC, if Repairs and Maintenance calls are diverted to the app and portal as the primary access route for these services.

Should 50% of call be diverted to the new digital channels:

	Current		50% reduction		Resource Saving
	FTE Hours	FTE Required	FTE Hours	FTE Required	
Mon	147	20	112	15	5
Tue	131	18	99	14	4
Wed	107	14	79	11	3
Thu	107	14	81	11	3
Fri	99	13	73	10	3

Which could realise a saving of approx. four roles, per annum.

For the purpose of the calculated savings in the table above, we have assumed a mean figure of approx. seven resources, per annum, across the spread of roles within Call Handling. This gives us an estimated saving of £217,000 per annum which could realise a total saving over four years of £867,000.

Calculations used for the above take into account an expected increase in call handling times, as tenants / residents who still call the CSC are likely to have more complex issues or require specific support.

We believe that these figures are lower than could be realised however the programme scope does not include any change management outside Housing and our limited resources do not allow for more detailed investigation at this stage. However, we are aware that Digital Transformation Programme (DTP) will be leading the way on this, as other non-Housing digital apps and portals come into service.

For Rents related calls, data from the same period was analysed. Taking into account the nature of many queries and that if enquiries, payments etc. are moved to the digital portal or app, we could again expect to realise a tangible benefit:

	Current		75% Reduction		Resource Saving
	FTE Hours	FTE Required	FTE Hours	FTE Required	
Mon	46	6.17	27	3.65	3
Tue	41	5.50	26	3.51	2
Wed	37	4.96	21	2.84	2
Thu	39	5.23	22	2.97	2
Fri	41	5.50	25	3.38	2

This has been included in the overall CSC benefit value as two additional roles being released, once the new system is live. Particular reference has been made to an expected increase in the call time (up to 50% in this case), as we would reasonably expect those tenants / residents still calling the CSC to have more complicated issues for us to deal with.

It is probable that the models used above are conservative. At present BCC does not have sufficient digital services or automated business process to evidence the level of opportunities for change and related benefits that other similar organisations have seen.

4.1.10 Workforce / Repairs And Maintenance - Digital service delivery and Automation of supporting processes

As can be seen above, through the use of new Digital channels, we can expect a reduction in the number of calls made to the CSC re: repairs etc.

Taking this information into account and assuming that the automated business processes and new apps set out in our requirements are delivered, it is possible to make a straight-line extrapolation using the current staffing chart for Workforce. Whilst this is an estimate, the potential savings are backed up by formally calculated resource changes expected within the CSC.

A key proponent of this will be delivery of a core requirement that addresses a shortfalls in the current system; automated estimation and costing of all jobs and the ability to also automate scheduling for the majority of these.

The latter is dependent upon the use of new apps and portals by non-BCC staff and suppliers. However take-up of these has been assumed as they become the sole route for most / all external suppliers. We expect take-up to be high given the ease of use and time / cost saving benefits that they offer the user.

With this in mind, assuming a 50% + drop in Repairs etc. related calls to the CSC, that the new tenant portal and app sit on top of automated business processes and a new IT system, we have estimated the following, referencing roles which:

- We believe will be directly affected by Automation of business processes and use of the new Digital app and portal;
- By Digital as the primary tenant route to Repairs and Maintenance services:
- Also by Digital as the primary contractor route to related Housing services.

Therefore, we estimate potential benefits as follows:

By Digital as the primary tenant route to Repairs and Maintenance services:

Role	Current	Est. Cost	Proposed Change	Est. Saving (annual)	Future Resources	Est. total saving
Senior Repairs Co-ordinator	3	£121,587.25	1	£40,529.08	2	£162,116.33
Repairs Co-ordinator	23	£3,524,350.54	4	£153,232.63	19	£612,930.53
Trade supervisor	9	£410,518.80	1	£45,613.20	8	£182,452.80
Trade Manager	3	£121,587.25	1	£40,529.08	2	£162,116.33
Senior Business Support Officer	4	£486,349.00	3	£121,587.25	1	£486,349.00
Scheduling Supervisor	2	£76,616.32	1	£38,308.16	1	£153,232.63
Technical Officer	19	£1,455,710.00	2	£76,616.32	17	£306,465.26
Total	63	£6,196,719.15	13	£516,415.72	50	<u>£2,065,662.89</u>

As can be seen, we have taken a conservative approach as following the CSC model, it is likely that those tasks and jobs that cannot follow Automation / Digital are likely to be more complex and problematic.

We recognise that this is a Critical Service, with a large £ value and large volume of work flowing through the Service.

Therefore, instead of relating a 50-75% reduction in incoming jobs due to Automation and Digital self-service to a 50% reduction in resources, we have highlighted a potential 20% reduction in resources attributable to scheduling. The final change could be more significant, but it is critical that the new system is delivered and bedded in before changes are implemented: there will be a significant leap from Old to New systems and a long list of benefits related to the new technology that should be brought into service before resources are reallocated / released.

4.1.11 Invoicing – move to Digital channel, Automate supporting processes

In FY21-22, BCC processed 24,491 contractor invoices for Housing works. These were processed manually as our current fragmented systems do not support automation, although we know that this is possible following soft market testing.

The current, paper based manual processing cost is £612,275 in total or £25 per invoice processed.

The new system will support our preferred automated invoice process, where contractors submit these via the new contractor portal / app, and these are system checked and cleared for payment. This is detailed in our requirements, and subject to the applicable business rules (e.g. value, variance against purchase order etc.). Soft market testing and interaction with potential suppliers have confirmed that this is possible.

Potential Tangible Benefits:

FY24-25	Total cost	Method	Annual Cost Saving	Total Cost Saving (Y2-Y5)
24,491	£122,455.00	100% Automated	£489,820.00	£1,959,280.00

"	£244,910.00	75% Automated	£367,365.00	£1,469,460.00
"	£367,365.00	50% Automated	£244,910.00	£979,640.00

Our research indicates that with little promotion and no compulsion, approx. 50% of suppliers will use the portal-automated service as it is quicker, easier and cheaper for them to do so. With some promotion and incentivised use (e.g. faster processing and payment times), 75% is achievable although this would be outside of the scope of the programme to deliver. This research also indicates that e-invoicing typically costs an organisation £4-5 per item.

Our recommendation would be to enforce use of the portal, once it has been launched and bedded in. For example, 3 months after go-live and with a supporting information campaign (plus the incentives noted earlier), make the new Contractor Portal the only means for suppliers to submit invoices for payment. This would increase take-up to 90-100% in a relatively short space of time

We have assumed, for planning purposes, that the new Portal service would be fully operational in Year Two of the expected five-year contract with the Preferred Supplier. This would realise minimum expected savings of £979,640 which could be as high as £1,959,280.

4.1.12 Other Potential Benefits

In order to understand the needs of the business fully, and to ensure the new systems maps to these whilst supporting IT and business strategy, the programme has worked with our SMEs to map out preferred processes and ways of working. This will inform our Future State and ensure that we deliver a new Housing System that meets the immediate and expected needs of BCC.

These are summarised as (Medium-Low) above and examples of other potential benefits, TBC with the NAME, are listed here:

See "HITT potential benefits.PDF"

3.8 Future Benefit and Change / Savings Opportunities – out of scope for HITT

4.1.13 Licensing – potential benefit

There is a political aspiration for BCC to introduce a new property licensing scheme to improve conditions in the private rented sector. System requirements have been included within the scope of HITT but not delivery of the scheme itself – this must remain with the business.

License fees are variable, based property occupants, facilities and type of license but in general terms, depending on the license, a single license fee can cost between £700 to £1,300, depending on whether a landlords receives none, some or all of the cashable rewards. Property licensing generates On Costs, which are used to pay for the back-office operation to run the service i.e. HR/Finance/ICT etc as well as administrative support staff to issue licenses. As such, automating the licensing generation process presents a clear opportunity to potentially generate significant cashable benefits, should a further property licensing scheme be approved by Cabinet.

Private Housing has an in-year revenue budget of £3.2m for salary and operating costs with 75% of these costs funded by licensing income. The General Fund pays for approximately 30% of statutory Private Housing work. Licensing revenue is generated from both a mandatory licensing scheme as well as two discretionally schemes, separately approved by Cabinet. Bristol has approx. 9,500 licensable properties, which bring in approximately £2.4m income per annum, of which £564,000 (23.5%) is returned to the General Fund as 'On-Costs', over a five-year period.

A new Licensing scheme could add a further 3,000 to 60,000 new license properties which could deliver an additional revenue stream of between £2,100,000 and £42,000,000. This could realise a return to the General Fund of on-costs an additional £493,500, if the lower end target were achieved. This would be Subject to public consultation and cabinet approval for any new scheme meeting the necessary designation criteria.

The current Licence Processing Service currently employs three members of staff, at a cost of approx. £95k per annum. The delivery of this political priority would be very challenging given limitations of the current system. Also, depending on the size of any new scheme the service would need to employ additional staff to manage the expected increase in applications: approx. six-nine staff at a cost of £190-300,000 per annum.

It is our expectation that the new Housing IT system will support the automation of current work processes related to licensing applications, will deliver significant benefits to the service improve efficiency in the team and could be scaled up to accommodate an increase in licenses without the need for a significant change in the resource noted above.

NB: Licenses once issued last for five years.

Internal Use Only

4.0 Programme Delivery Approach

4.2 Programme Delivery Strategy

The programme has recently identified NAME as our Preferred Supplier and Delivery Partner for the programme. Approval of this business case will enable us to formally reach agreement with them for delivery of the new Housing IT services, including detailed Transition, Training and Implementation plans.

Phases below relevant to these plans are aligned to the proposed plans submitted by NAME as part of their winning response to our procurement exercise.

The programme has been divided at the high level, into four stages as below:

- 1. Phase One – discovery, requirements gathering and analysis.**
 - a. This Phase commenced in Jan-22 and concluded in Jul-22;
 - b. Status: complete.
- 2. Phase Two – Future State and Preferred Supplier procurement.**
 - a. Documentation of To-Be processes, gap analysis versus As-Is.
 - b. Identification of a Preferred Supplier via competitive tender using Crown Commercial Framework RM3821, Lot 1a.
 - c. Contract including Implementation plan agreed with the Preferred Supplier, to deliver new Housing IT system.
 - d. Change plan agreed with the business stakeholders, to deliver Re-Training and Re-Alignment to the new system.
 - e. Status: This phase completes in Dec-22.
- 3. Phase Three – design, configuration, and implementation of the new Housing IT system.**
 - a. Including data cleansing and migration, new digital platform, business facing apps, reporting etc. testing and delivery of these.
 - b. This will be full detailed in the Implementation Plan, which we will agree with the Preferred Supplier.
 - c. Status: this phase is expected to commence in Q2 2023 and expected to complete by the end of 2024, with implementation commencing in Q2.
- 4. Phase Four – programme closure and benefits realisation.**
 - a. This includes completing delivery of in-scope change (Re-train, Re-Align).
 - b. Final backup of all historical data, from current (then legacy) Civica and Salesforce systems to the data lake.
 - c. Decommissioning of an IT infrastructure related to the above.
 - d. Project and programme closure reports, including Lessons Learned.
 - e. Handover of all outcomes and deliverables to BCC BAU teams (e.g. Housing, IT, Service Management etc.).
 - f. Status: This phase is expected commence in Q3-24 and to take three months to complete.

NB: To-Be activities in Phase Two have been extended due to gaps in the As-Is process model and resource constraints, where departed contract staff have not been replaced due the 2022 recruitment freeze. This may over run into Phase Three, and we have planned accordingly.

4.3 Programme Governance Strategy

4.3.1 Programme Governance

Programme Role	Name	Job Title
Sponsor and Programme Executive	Donald Graham	Interim Head of Housing
Programme User(s)	Sarah Spicer Fiona Lester Alison Napper Paul Sylvester Tom Gilchrist Craig Cook	Business Innovation Manager Head of Housing Management & Estates Interim Exec for Maintenance Head of Housing Options Service Manager, Private Housing Head of Housing Repairs and Maintenance
Programme Supplier(s)	NAME	NAME
Programme Assurance	Sam Marsh	PMO Change Business Partner
Programme Manager	Stewart McDermott	Programme Manager, Change Directorate

- Programme Board meeting regularly? Yes – last Monday of each calendar month.
- Programme Board ToR's agreed? Yes – agreed at Feb-22 programme board, revised Jun-22.

4.3.2 Programme Methodology

The programme will continue to be run following BCC Change Directorate project management process and Best Practice.

4.3.3 Programme Tolerances & Controls

Please refer to the programme TOR in Appendix B for more information.

Tolerance areas	Programme level tolerance	Escalation route	Control & tracking document(s)
Time +/- amounts of time on target completion	4w if a milestone will be missed, if no impact on critical path.	Programme Manager Programme Board	Programme Plan Highlight Report
Cost +/- amounts of planned budget	+5% - planned vs. expected costs. Plans include contingency but supplier costs remain indicative until procurement completes.	Programme Board	Programme Plan Highlight Report
Quality Defining quality targets in terms of ranges	Quality measured as Outcomes and planned deliverables, so tolerance remains at 4w, if no impact on critical path. Change to the above subject to change control.	Programme Manager Programme Board	Requirements Document(s) Project Highlight Report(s) To-Be Process Mapping Supplier Proposals
Risk Limit on aggregated value of threats and any individual threat (e.g. threat to	Risk Tolerance is set out in the RAID as maturity dates, which are actively monitored by the Risk Owner.	Programme Manager Programme board	RAID Log Programme Highlight Report

operational service versus threat to organisation)	Risk migrates to issue at maturity -2w.		
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4.4 Programme risk and issue management strategy

Our risk management strategy is based on the following key principles:

- i. Identify all possible risks and their cause, as soon as possible;
- ii. Evaluate each and every Risk raised, to determine its probability, severity and impact;
- iii. Develop a Mitigation plan to manage each identified risk;
- iv. Carefully and regularly monitor progress against those plans;
- v. Review and revise both RAID and mitigating actions as and when necessary.

Risks are documented in the programme and project RAIDs and managed at the programme and project or workstream level. At project level, PMs document and manage Risks and Issues within the bounds of their scope, interacting with their peers as needed when this is or could be exceeded. Risks and Issues are reviewed and updated weekly, during Project Focus meetings.

The programme manager acts as the first point of escalation, then the Programme Board.

Issues are managed at a programme level where a milestone, outcome or deliverable will or could be compromised. The programme manager holds weekly meetings with PMs for this purpose as well as three weekly stand-ups to actively manage the programme inc. Risk.

Risk Management approach is as follows:

- i. Avoid
 - a. We will continue to seek to avoid a noted risk where the risk has a high impact and high probability of happening.
- ii. Mitigate
 - a. We will continue to seek to mitigate the impact of a noted risk and to reduce the probability of that risk event happening.
- iii. Transfer
 - a. We will continue to seek to transfer noted risks where appropriate where these have a low probability of occurring (rare events) but high impacts, and where a relevant Risk Owner has been identified.
- iv. Acceptance (and monitoring)
 - a. We will continue to seek to accept noted risks where the expected risk impact is low, and there is no suitable remedy or mitigation available (e.g. cost of mitigation outweighs the impact of the Risk).

Programme [RAID](#) example is included in Appendix B. This is reviewed at least weekly.

4.5 Programme Benefit Realisation Strategy

Having established the intended beneficial impact of the changes being delivered, the programme fully considered how that impact could be measured and tracked and ensured that baseline numbers and appropriate measures have been established as part of programme delivery.

Consideration has been given to how the service will continue to build on and sustain benefits beyond the life of the programme, through establishment of a Benefits Working Group. This has identified owners and agreed delivery plans for benefits that will be realised after the programme has concluded, and opportunities for change that we have identified but which are outside of the programme's scope.

During the life of the programme, the current team, including project teams, SMEs and board will provide the structure and functions required to support benefit realisation. These will be established in Phase Two (see below) with the introduction of the business-led Benefits Working Group.

Key roles and associated responsibilities are set out in the Programme Terms of Reference. Responsibilities (e.g. which sits at a project level versus a programme level) are detailed in the Programme Plan and Preferred Supplier's Delivery and Implementation plans.

Key documentation to be produced by the projects or the programme to capture, agree and then track benefit delivery during the life of the programme include the following:

- Programme Plan, including detailed Project and Workstream Plans.
- Design, Build and Test plan
- Delivery and Implementation plan.
- Change and Training plans.

The benefits case for the programme set out in this section has been derived from three sources:

1. “Implicit Change” related to the replacement of the current Housing IT systems. For example, potential reduction in operating costs, benefits of a better Service Agreement which improves system availability;
2. Alignment to IT and Business strategy, which has not been possible to date but is enabled by (1) above. For example, digital platform for tenant service access (“self-service”) and automation of currently manual processes, such as job costing and scheduling;
3. “Opportunity Change” where the programme has identified additional benefit / savings opportunities as a result of (1) and (2) above, but which are outside of our scope.

The above including cashable savings, limited only by the extent to which change is embraced, and numerous non-tangible benefits which are highlighted in this section.

Benefits have been compiled throughout Phase Two of the programme in collaboration with SMEs and Project Execs and reviewed by the appropriate stakeholders prior to inclusion here.

Please note the benefits realisation contract (for **financial** savings) can be found within the Programme Financial Spreadsheet listed in Appendix B (Mandatory documents) and within Section 3.6 (Benefits) of this document, where the rationale behind expected savings etc. is given.

4.5.1 Summary of programme benefits

Programme benefits are set out in section 3.6. These can be summarised as Delivery of a new Housing IT system that support our business processes and optimal Ways of Working:

- **Digital** – a range of applications and web-based service delivery options that support Digital First and enable our tenants / residents and partners to self-serve, as the primary and preferred option. Including:
 - New tenant facing mobile applications that will facilitate Self-Service access to our key Housing Services such as repairs, maintenance and rents.
 - New tenant portal which will align to the above, and provide additional support / access to other important services such as choice based lettings, licensing etc.
 - New contractor portal that will make it easier and more cost effective for BCC to continue to use third parties as part of a hybrid service delivery model.
- **Automation** – replacement of current manual processes and workarounds with new technology, mapped to our To-Be processes and preferred, optimised Ways of Working. Including:
 - Automated estimation, costing and scheduling of the majority of Repair and Maintenance jobs;
 - Support for automatic payments of correct invoices.
- **Data** – migration of cleansed, operational data to a new, central data source. Including:
 - Data duplication and consistency issues will be removed – new database will provide a “single version of the truth”;
 - The need for manual data management will be removed. Data loss and errors associated with this will be fully mitigated;
 - Support for new reporting tools, providing up to date management reporting etc.

In addition to the above, the new system will be delivered and supported as part of a Fully Managed Service from the Preferred Supplier. This will significantly reduce the current IT support effort and related costs, which at present are fully born by Housing Services.

4.5.2 Programme Benefits Realisation

The programme benefits realisation approach will be realised as follows:

Programme Outcome	Potential Benefit(s)	Responsible Owner(s)	Delivery & Realisation
New IT system for Housing – current applications will be replaced with Single System	Support for business processes Automation of the above Better office applications Better remote applications	Donald Graham – Director, Homes and Landlord Services. Overall owner of the new systems etc. Stewart McDermott – programme manager. Responsible for delivery to the agreed plan. Vicki Underhill – programme change manager, responsible for delivery of non-tech outcomes.	Phase #3 of the programme: Build, test and deliver appropriate IT solutions with and to Housing IT staff. By May-24. Change management and training as part of the Implementation Plan for Phase #3. By May-24. Change Delivery (ex- and post-programme) of large-scale change opportunities identified in Phase #2. Year #2 – approx. 12m after programme implementation is complete.
Tenant Facing – better access to services / improved service delivery	Digital self-service platform	Sarah Spicer – Business Innovation Manager & chair of the Benefits Working Group for HITT. Supports tracking, delivery and realisation of benefits. Craig Cook – Head of Housing, Repairs & Maintenance. Responsible for delivery of change related to the new digital platform, including new service delivery processes. Fiona Lester – Head of Housing Management & Estates. Responsible for delivery of change related to the new digital platform, including new service delivery processes. Theresa Jones – Head of Applications & Digital. Responsible for delivery of change related to the new digital platform, including new IT & support processes.	Phase #3 of the programme: Build, test and deliver appropriate IT solutions with and to Housing IT staff. By May-24. Change management and training as part of the Implementation Plan for Phase #3. By May-24.
Data – single version of the truth	Cleansed operational data – no duplications etc. Updated in real time Improved reporting	Gavin Arbuckle – Head of Service Improvement and Performance. Responsible for delivery of including new IT & support processes, future integration / interfaces with the new Housing IT system. Ali Napper – Asset Management and Review Manager. Responsible for delivery of asset related changes, including new service delivery processes.	Phase #3 of the programme: Build, test and deliver appropriate IT solutions with and to Housing IT staff. By May-24.
TCO (Total Cost of 'ownership') reduction for BCC, in comparison to the current Housing systems and support model and Value for Money (VfM)	Fully managed service – supported by the supplier Reduced reliance on in-house support Better SLA Cross Charging	Donald Graham – as above. Theresa Jones – contract owner. Responsible for ongoing management of the new Housing IT service (SaaS), SLA etc. Sarah Spicer – as above.	Phase #3 of the programme: Build, test and deliver appropriate IT solutions with and to Housing IT staff. By May-24. Change management and training as part of the Implementation Plan for Phase #3. By May-24.

	Improved stock control	Craig Cook – as above.	
New Finance Interface and 'single route' to (some) services	Full cost visibility / transparency for Housing Services	David Morton Archa Campbell	Phase #3 of the programme: Build, test and deliver appropriate IT solutions with and to Housing IT staff. By May-24.
Inherent change and Future Change Opportunities: Improved processes for service delivery	Improved processes Improved Service Delivery Greater efficiencies Improved productivity	Donald Graham Sarah Spicer Craig Cook Fiona Lester Tom Gilchrist Ali Napper	Change Delivery (ex- and post-programme) of large-scale change opportunities identified in Phase #2. Year #2 – approx. 12m after programme implementation is complete. Change management and training as part of the Implementation Plan for Phase #3. By May-24.

As many of the programme benefits will not be realised until Year Two, when the new technology has been delivered, we have assembled a Benefits Working Group. This will identify owners and assign benefits realisation to them, supported / delivered by other teams, individuals and projects such as Common Activities.

In October 2022, the programme assembled its Benefits Working Group to ensure ownership, delivery and ingoing realisation of the expected and any agreed opportunity changes (both those inside and outside of our scope). This includes the above.

The group is chaired by Sarah Spicer with the programme as Senior Customer and Common Activities as Senior Supplier, for any out-of-scope / post-programme Change.

Please Note: the programme will keep to its scope and deliver re-training and some, small and low-level role re-alignment to support the new IT system and processes changes that are key to the success of this. The programme will not deliver organisational change, removal or re-assignment of roles – this cannot be done until the programme has delivered and will be carried out by Common Activities, or its replacement.

4.6 Programme Quality expectations

4.6.1 Business and Technical Requirements

Comprehensive business requirements have been gathered from across Housing with regard to their business activities, preferred Ways of Working and system requirements.

Sub-Project	Documentation Examples
Non-functional requirements	See "HITT NFRs 2022.PDF"
Housing Management	See "HMS Requirements 2022.PDF" and HMS_Requirements V7 Final - Master Requirements .xlsx
Asset Management	See "ASSET MANAGEMENT & COMPLIANCE.PDF"
Case Management (Housing)	See "Case Management requirements 2022.PDF" and Case Management Requirement Document V0.08.xlsx
Digital, Data and Reporting	See "HITT Functional Requirements 2022.PDF" and 21EN625.8 HTP Functional Requirements v.3.1.xlsx
Workforce, Repairs and Maintenance	See "Workforce Requirements 2022.PDF" and Requirements Log - Workforce Scheduling and Job costing project v1.0.xlsx
Housing Needs	See "Housing Needs Requirements 2022.PDF" and Housing Needs Requirements 2.0- consolidated .xlsx

This represents a detailed view of the needs of our user community and senior stakeholders and formed the basis of our procurement.

4.6.2 Approach and Standards

The programme will follow current BCC PMO best practise and adhere to Prince2 (Agile) standards.

4.6.3 Programme Deliverables

Programme deliverables are listed as Benefits in section 3.3 and 3.4 (Scope and SMART), these include:

Replace all legacy Housing systems with a single IT platform that meets our stated business and technical requirements

Data – cleanse and migrate all operational data to the new system, provide new ad-hoc, line of business and dashboard reporting.

Digital – provide tenants / residents with a new online portal and mobile application, as their primary route to key services such as repairs, rent information etc. Utilise digital delivery to ensure that this is quicker and easier for tenants / residents, more effective and lower cost for BCC.

Automation – through a review of key Housing process, identify those where automation would deliver productivity, efficiency and tenant service delivery benefits.

4.6.4 Programme Success Factors

Measuring the success of a project after the fact is important because it helps discern future strategies when planning new projects. Continuous improvement derived from the data gleaned from past projects lets PMs proactively identify any issues before the next occurrence. Using past data means new processes can happen with fewer mistakes and better management success.

The success of the programme will be measured as follows:

1. **Stakeholder Satisfaction:** we will use post-implementation feedback surveys and interaction with our users to determine the extent to which their requirements have been met. We will moderate this and include objective feedback etc. within Lessons Learned.
2. **Targets Achieved:** we will continuously review the progress of the overall programme and sub-projects against the agreed implementation plan to ensure that milestones are met. Post-delivery, we will review these objectively against Time, Quality and Cost goals to measure how successful delivery has been. This will show that the stated objectives have been delivered.
3. **Budget and programme costs:** we will continuously review the budget during delivery to ensure that the programme costs do not exceed the value or limits placed upon them. The budget will be adjusted and refined as needed throughout the life of the programme. At the conclusion of each sub-project and then the programme as whole, we will review the budget in detail with our Finance Partner and relevant stakeholders to ensure that financial goals have been met, controls adhered to and outcomes delivered as expected, in line with these.
4. **Delivery of Milestones and Outcomes:** we will monitor and measure delivery of our outcomes and milestones versus the programme plan, ensuring good time management. This will include managing any changes to the plan, whilst being aware of the impact this may have on other projects, other resources (including non-programme) and the programme as a whole. Time management is and will continue to be communicated to the programme stakeholders.
5. **Quality Assurance:** the new system will be delivered as part of a fully managed service, with a detailed and prescriptive SLA. This will enable us to monitor and manage the service during and post-delivery to ensure that quality of performance, access etc. standards are being achieved. In addition, we will utilise our requirements (business and technical) as quality standards for products and outcomes delivered, measuring success of these with our users and stakeholders.
6. **Programme Team Satisfaction:** we currently meet as a programme team three times per week, to review progress etc. and hold weekly focus meetings with each sub-project. This allows PMs and BAs an opportunity to openly discuss all aspects of their roles in the team and overall programme, progress, frustrations and successes. Finally, the programme manager has made themselves available for 1-2-1 meetings with any member of the team to discuss any matters that do not fit within the stand-ups or focus meetings: a happy team feels pride in work well-done which is great for the stakeholders. Knowing how to manage a team for success means the next project becomes something to look forward to.

7. **Management Feedback:** We will hold specific sessions with our senior stakeholders and the wider Housing management team post-delivery to gather and assess their feedback with regard to programme objectives, outcomes and overall satisfaction of them and their teams. We currently do this via programme boards and monthly 1-2-1 meetings with all Heads of Service and Housing senior management.

4.7 Programme Communication and Engagement Strategy

Approach: Our communication strategy plan has a mission around the following themes – Re-align (processes), Re-allocate resources (time, money, people) and Re-train (on the new system and ways of working). Our updated communication plan is here (insert) and is aligned with our current Digital Transformation Strategy.

Current communications approach and plan:

See “ HITT Comms Plan Overview.PDF”

To date, the programme communications plan has been focused on providing progress updates to affected users and interested parties. Now that we have identified a Preferred Supplier, a detailed and low-level communications plan is being developed with them. This will include testing, training and delivery comms as well as progress updates.

Our strategy for engagement for external users includes:

- On the website, where content needs to include the use of the app as the go to method
- Consulting in more depth with tenancy engagement teams within housing as to best methods for leaflet sharing or accessibility, and how often these are used
- For tenants / residents, the wording in the Tenant Handbook needs to include the App information and what the benefits are for using the App
- In tenancy agreement documentation – change in the wording to advertise the app as part of the ‘getting in touch’ wording
- On message whilst waiting on any phone-calls
- CSC advisors messaging around using the app on each call, and spreading this message verbally
- Changes notified to external partner organisations we work with in Housing Options and Private Housing, as well as charities and 3rd party stakeholders
- Citizens Advice notification in change in methods so that the message is cascaded to potential residents
- Home Choice Portal and Housing Portal to tie in digital alerts or messaging
- In adult social care we may be able to draw on intel on current methods of communication and how often these are used
- We will engage with external comms and marketing to raise awareness and promote the use of the app and portal, and that the app will not be an optional choice in the future.

The communications plan will be reviewed and thoroughly revised with NAME, early in 2023 so that our plan aligns to theirs.

5.0 Programme Interfaces, Constraints & Assumptions

What other work is happening that this connects with or is reliant upon / dependencies

Primary internal & external dependencies that the programme is actively managing:

Internal or External	Dependency title	Description	Owner
Internal	Resources	Support for delivery: that the programme will have full access as needed to SMEs from the affected business areas. That these resources will be available to support design and testing.	Donald Graham
Internal	Data	Technical support (data migration): the programme is dependent on current IT resources to assist with scoping, sizing and then working with the Delivery Partner to ensure historical and live data is migrated to the new system. We assume that these will be available to the programme as needed.	Guy Collings
Internal	IT Support (1) – Housing IT Support team	Technical support (decommissioning): the programme is dependent on current IT resources to assist with planning and delivery of the new IT system, then decommission legacy systems. As these are HRA funded, we assume that we will continue to have full access to and support from this team.	Theresa Jones
Internal	Architecture	Technical support (interfaces): the programme is dependent on current IT resources to assist with scoping, sizing and then working with the Delivery Partner to build new interfaces to non-Housing systems (e.g. Payments, Data Lake). We assume that these will be available to the programme as needed.	Dave Morton
Internal	IT Support (2)	Technical support (migration): the programme is dependent on current IT resources to assist with scoping, sizing and then working with the Delivery Partner to integrate new services to the existing BCC infrastructure (e.g. Azure, single sign on etc.). We assume that these will be available to the programme as needed.	Theresa Jones
Internal	PMO	PMO (assurance process): the programme is dependent on PMO / Change resources to assurance at critical milestones etc. E.g. OBC and FBC. We assume that these will be available to the programme as needed.	Sam Marsh

Contract interfaces

Contract description	Supplier	Current contract owner	Contract value	End date
Housing, case and asset management systems – SW licenses and support charges	Civica	Jo Freer	£1.7m	31/5/24
Maintenance and repairs scheduling and costing system – SW licenses and support charges	Sales Force	Jo Freer	<£1m	1/7/2022
Housing support system – SW licenses and support charges	CDP Soft	Paul Sylvester	<£1m	31/3/2024
Case Management – Housing and Public Health (also use APP)	Civica	Tom Gilchrist	£70,000	31/1/2024

Technology system interfaces

System	Responsible Owner	Description
Civica Cx	Jo Freer	Legacy HMS – to be replaced. Expect a period of concurrent operation with the new, replacement system.
Civica APP	Tom Gilchrist	Legacy case management – to be replaced. Expect a period of concurrent operation with the new, replacement system.
Keystone	Jo Freer	Legacy asset management – to be replaced. Expect a period of concurrent operation with the new, replacement system.
Abritas	Jo Freer	Legacy housing needs – to be replaced. Expect a period of concurrent operation with the new, replacement system.
Click	Jo Freer	Legacy workforce, R&M – to be replaced. Expect a period of concurrent operation with the new, replacement system.
CDP Soft	Will Penberthy; Paul Sylvester; Olly Alcock	Legacy housing options – to be replaced. Expect a period of concurrent operation with the new, replacement system.
Agresso	Oliver Maynard	Current and ongoing Finance system.
Capita PAY	Mike Conway	Payment system, linked to Agresso for rents etc.
BCC Data Analytics Platform	Paul Horton	Data archive and reporting source. Ongoing – will be the archive for all non-operational data not migrated to the new system.
RentSense	Jo Freer	Legacy payment defaulter & reporting – to be replaced. Expect a period of concurrent operation with the new, replacement system.
NB: where legacy systems are replaced by the new Housing IT System: a. Operational, live data will be migrated to the new system; b. All other data (legacy) will be migrated to the data lake, and available for reporting etc. c. Legacy systems suppliers will be notified when these reach end of use and we will then follow the agreed decommissioning plan for these. d. The above will include removal, secure cleaning and disposal of any related hardware.		

Core business process interfaces

The programme has reviewed the existing As-Is process maps for Housing Services, then worked with SMEs across the directorate to construct viable To-Be models. These detail our preferred and optimal ways of working, to realise service improvements for our tenants / residents via greater productivity and efficiencies. This has been inclusive, and all teams and managers have been involved:

Sub-Project	Example Documentation
Digital, Data and Reporting	See “DDR process Example.PDF” and <link> to all documents.
Housing Management	See HMS process Example.PDF
Workforce Repairs and Maintenance	See “Workforce process Example.PDF” and <link> to all documents.
Asset Management	See” Workforce process Example.PDF” and <link> to all documents.

Housing Needs	<link> to all documents.
Housing Case Management	<link> to all documents.

A link has been provided where documents could not be attached as a PDF (e.g. Visio).

What limitations do you have to work within / constraints

Title	Description	Potential Impact
Time	The programme is constrained by the end dates for legacy system support (May-24) and end of life (Dec-23). Support extension for some systems is available until Dec-24 and Jun-25, but not for all.	High – critical systems may be unsupported or being used past End of Life
Cost	Programme budget will be constrained by the general budget shortfall that BCC is currently looking to address. Also benefits plan has had to be changed from productivity / efficiency to tangible benefits.	Med – programme has identified tangible benefits to offset delivery costs.
Quality	Programme focus was originally on delivering a high quality, fit for purpose replacement IT system. This is still inherent but focus on costs may impinge this.	Med – programme has identified tangible benefits to offset delivery costs.
Resources	Due to the recruitment freeze, the programme has not been able to replace all contractors who have left BCC – two at present. Work has been re-prioritised, re-planned and re-allocated to accommodate this so far, but future repeats will impact upon our ability to deliver.	Med – we are assured that reasonable and funded requests for replacements will be accepted going forward.

Any assumptions that have been made

Correct as of November 2022. An example of our RAID is included in Appendix B:

Assumption description (including source)	Further work required to increase confidence	Associated impact	Priority	Owner	Status
That the project / programme spend for resources will stay within the planned budget, by the project / programme manager.	Current funding will be exhausted by Jul-22, OBC approval needed for Phase Two.	Procurement and Delivery activities will be impacted.	High	Lee Ford	Open
Salary costs for those working on the programme (FTE and freelance) will not exceed current ratecards.	Rate cards have been published. Slight changes can be managed via Optimism Bias.	Procurement and Delivery activities will be impacted.	Low	Lee Ford	Open
That all resources are skilled and experienced to complete their respective tasks within the schedule / plan.	Current team have sufficient skills to deliver the programme.	Procurement and Delivery activities will be impacted.	Low	Merlin Jones	Open
That the Delivery Partner will deliver on time, as per their plan.	Assurance needed from potential Delivery Partner plans.	Delivery	High	Stewart McDermott	Open
That all relevant stakeholders will come to the next meeting as scheduled.	Instances when the stakeholders are unavailable to attend should be mitigated via a delegated attendee.	Procurement and Delivery activities will be impacted.	Low	Vicky Grace	Open
That the expected programme timeline can be met and the will complete within the scheduled time.	Assurance needed from potential Delivery Partner plans.	Procurement and Delivery activities will be impacted.	Medium	Stewart McDermott	Open

That the scope and specifications of the programme will not undergo changes when the programme takes place.	Any cases where the scope and specifications need to be altered to cater to the requirements and needs of the programme will be subject to Change Management and approval by the programme board.	Procurement and Delivery activities will be impacted.	Medium	Programme Board	Open
That all services supplied by the Delivery Partner meet expected / preferable quality standards e.g. as set out in the agreed plan and schedule.	Assurance needed from potential Delivery Partner plans.	Delivery	High	Stewart McDermott	Open
That any technology / IT services procured will be able to meet the need of the stakeholders and end users.	Assurance needed from potential Delivery Partner plans.	Delivery	Medium	Stewart McDermott	Open
That currently assigned external resources will be available to the programme, for as long as they are needed.	Confirmation of funding for Phase Two, so that contracts can be extended.	Procurement and Delivery activities will be impacted.	Medium	Lee Ford	Open
That currently assigned internal resources will be available to the programme, for as long as they are needed.	None - Lee Ford has confirmed that PMs can be retained for the life of the programme.	Procurement and Delivery activities will be impacted.	Low	Merlin Jones	Open
Supplier will provide Testing resources needed to build and manage delivery of the (user) test plan and that our SMEs will be utilised for this.	Included in requirements.	Resource and Cost - BCC would have to bring in additional resources.	Low	Geraint Harris	Open
Supplier will provide Training resources needed to build and manage delivery of the (user) training plan and that our training will be utilised as part of this.	Included in requirements.	Resource and Cost - BCC would have to bring in additional resources.	Low	Geraint Harris	Open
No customisation of supplier products will be allowed - applications etc. will be 'off the shelf' and represent the sum of the suppliers experience, in delivering similar systems to other Housing Services providers.	Included in requirements.	Additional costs for BCC.	High	Stewart McDermott	Open
Supplier will provide Data resources needed to build and manage delivery of the operational data cleansing and migration plan and that our data and reporting teams will be utilised as part of this.	Included in requirements.	Resource and Cost - BCC would have to bring in additional resources.	Low	Stewart McDermott	Open

Any external interfaces

The new system will maintain the current Finance interfaces to Agresso UNIT4 ERP, with integration through to D365 CRM, as set out in our Solution Architecture interfaces documentation.

6.0 Programme Financial Summary

6.1 Summary Costs and Benefits

Table 1 and 2 below show estimated costs including the change from current Housing IT related costs and potential savings, using information supplied by the two shortlisted suppliers.

Table 2 showing costs for the Preferred Supplier:

Total Programme Financial Summary: Estimated Costs for primary preferred option									
£'000s	1 21/22	2 22/23	3 23/24	4 24/25	5 25/26	6 26/27	7 27/28	Total	
Total new/ chargeable costs	£ 391,182	£ 1,035,116	£ 1,601,852	£ 988,012	£ -	£ -	£ -	£ 4,016,162	
One -off contingency (tolerance)	£ 39,118	£ 103,512	£ 320,370	£ 197,602	£ -	£ -	£ -	£ 660,603	
Total opportunity/ non-chargeable costs	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	
One-off costs	£ 430,300	£ 1,138,627	£ 1,922,223	£ 1,185,615	£ -	£ -	£ -	£ 4,676,765	
Ongoing costs (incl. contingency)	£ -	£ -	£ 1,060,204	£ 985,540	£ 796,258	£ 793,732	£ 794,465	£ 4,430,200	
Funding already available	£ -	£ -	£ -	£ 2,889,101	£ 2,889,101	£ 2,889,101	£ 2,889,101	£ 2,889,101	
Ongoing	£ -	£ -	£ 1,060,204	£ 1,903,561	£ 2,092,843	£ 2,095,369	£ 2,094,636	£ 1,541,099	
Net total	£ 430,300	£ 1,138,627	£ 2,982,427	£ 717,946	£ 2,092,843	£ 2,095,369	£ 2,094,636	£ 6,217,864	
Cumulative net total	£ 430,300	£ 1,568,927	£ 4,551,354	£ 3,833,409	£ 1,740,566	£ 354,803	£ 2,449,439		

TRUE

This represents the financial position should the Preferred Supplier be chosen from the two shortlisted above, their appointment approved, and the Programme delivered as expected. The above will be amended when the Preferred Supplier has been identified.

6.2 Anticipated end benefits (see appended Benefits Register)

These are detailed in section 3.6 and 4.4 above.

Programme potential benefits are divided into three areas of probable or possible opportunity for BCC:

1. Potential resource savings – related to roles directly linked to legacy system (inc. manual processes) support. Also roles which have been reduced or replaced by Automation;
2. Contract Savings versus legacy costs – where benefits of the improved services offered by the Preferred Supplier have been taken into account;
3. Business efficiency and productivity – where savings could be realised due to expected use of new technology or the further, future exploitation of this.

These are detailed in section 3.6 and 3.7 above.

6.3 Programme resources

Estimated resource costs to deliver Phase Three of the programme and realise the Outcomes set out in this Business Case. This cover full delivery of the programme, FY23-24 and FY24-25:

Role	What they will do	Est. Days needed	Cost per day	Total cost	Opportunity or New Cost	Funding source(s)
Programme Management	Produce detailed plan to co-ordinate delivery of the programme as set out in the Full Business Cases. Manage the delivery of activities in the plan – procurement, design – build – test, implementation, close down and benefits realisation. Manage and co-ordinate the actions and outcomes of the programme team. Continue Programme Board, Benefits Working Group & maintain regular project reporting and BCC wide communications. Ensure delivery of the agreed Outcomes and related Benefits, as specified in the plan and FBC.	Phase #3: Delivery (22-23 and 23-23) Full time resources for approx. 411d	£763 PD	Est. £312,961	New	HRA (80%) GF (20%)
Project Management	Coordinate internal resources, their team, SMEs and the Preferred Suppliers resources to ensure the proper execution of their projects, to plan and costs. Ergo phase #3 outcomes: i. Support discovery across combined functional areas, work with supplier to deliver change and technical designs, ii. Ensure that all projects are delivered on-time, within scope and within budget iii. Assist in the definition of project scope and objectives, involving all relevant internal stakeholders and ensuring technical feasibility iv. Develop a detailed project plan to monitor and track progress v. Perform risk management to minimize potential risks vi. Create and maintain comprehensive project documentation.	Phase #3: Delivery (22-23 and 23-23) 4 x PM full time for approx. 1346d	£262 PD x 2 £637 PD x 2	Est. £353,225	New	HRA (80%) GF (20%)

	In line with the overall plan, outcomes and benefits set out in the Full Business Case.					
Business and Test Analysis	Determine and support delivery of operational objectives by studying business functions; gathering information; evaluating output requirements and formats. Ergo phase #3 outcomes: i. Construct workflow charts and diagrams; studying system capabilities; writing specifications and documenting Ways of Working and To-Be processes. ii. Ensure new system meets requirements by studying current practices; designing process flows and workflows that support business functions. iii. Develop and document User Stories and Use Cases, support development of Test Cases. iv. Support the deployment of the new system and migration of users to this, based on the above. v. Recommend controls by identifying problems; writing improved procedures. In line with their project plan, outcomes and benefits agreed with their PM and aligned to the Full Business Case.	Phase #3: Delivery (22-23 and 23-23) Team of 4-5 BA for approx. 1748d	£536 x 1 £520 x 2 £581 x 1 £250 x 1	Est. £607,617	New	HRA (80%) GF (20%)
Programme Support	To provide admin support to the programme: i. Setup programme documentation library ensuring strict version control etc. ii. Set up and manage project meetings and programme board meetings, ensuring that all relevant paperwork is up-to-date and disseminated in a timely fashion. Ensuring that all resultant minutes are completed iii. Assist in compiling, maintaining and updating project plans, risks and issues registers. iv. Liaise with suppliers to organise meetings with BCC, access to site etc. as needed. v. Assist project team members in any duties which enable project delivery e.g. procurement, organising and maintaining training registers, taking delivery of items. vii. Alert the appropriate Programme / Project Manager/Owner to any risk or impending issue regarding project timescales. - viii. In line with our overall programme and focused project plans, outcomes and benefits agreed with their PM and aligned to the Full Business Case.	Phase #3: Delivery (22-23 and 23-23) 1 x full time PMO for approx. 370d	£256 PD	Est. £97,596	New	HRA (80%) GF (20%)
Solutions Architecture	Building and integrating information systems to meet the programme needs. Assessing the systems architecture currently in place and working with technical staff to recommend solutions to improve it. Resolving technical problems as they arise. Providing supervision and guidance to project and development teams. Continually researching current and emerging technologies and proposing changes where needed. Informing various stakeholders about any problems with the current technical solutions being implemented. Assessing the business impact that certain technical choices have. Providing updates to stakeholders on product development processes, costs, and budgets.	Phase #3: Delivery (22-23 and 23-23) 1 x Snr SA, P/T for 162d approx.	£600 PD	Est. £92,200	New	HRA (80%) GF (20%)

Change Management	Apply a structured methodology and lead change management activities Apply a change management process and tools to create a strategy to support adoption of the changes required by a project or initiative. Support communication efforts Support the design, development, delivery and management of communications. Assess the change impact Conduct impact analyses, assess change readiness and identify key stakeholders. Support training efforts Provide input, document requirements and support the design and delivery of training programs.	Phase #3: Delivery (22-23 and 23-23) 1 x CM P/T for 158d approx.	£250	Est. £39,500	New	HRA (80%) GF (20%)
Communications	Comms support for the programme – preparation and issue of regular communications. Prep and issue comms for key events, as set out in the programme and project plans. Manage the feedback loop with BCC staff.	Phase #3: Delivery (22-23 and 23-23) 1 x P/T Comms Mgr for 105d approx.	£250	Est. £10,250	New	HRA (80%) GF (20%)
Testing co-ordination and support	Test planning, support for the programme	Phase #3: Delivery (22-23 and 23-23) 1 x P/Test Mgr for approx. 59d 1 x Test Analyst for approx. 96d	£500 & £5500	Est. £81,154	New	HRA (80%) GF (20%)
Training co-ordination and support	Training planning, support for the programme	Phase #3: Delivery (22-23 and 23-23) Training Resources P/T for approx. 105d approx.	£546	Est. £86,814	New	HRA (80%) GF (20%)

Total opportunity costs	£0
Total new costs	£3,107,837
Total resource costs FY23-24 and FY-24-25	£3,107,837
Total funding being sought (BCC one off costs)	£3.1m

6.4 Costs & Funding Sources

Funding source	Budget Holder	Cost-Code	Financial Year (or recurring)	Amount
Capital Programme (new funding)	A Campbell	NA	23/24 & 24/25	£7,538,038

Total funding required (ref S15.3)	£7.5m
Total funding secured (to date)	£2.2m
Variance	£0
Variance commentary: <If there is a variance provide detail of the unfunded elements of the programme together with the options that are being considered and the decisions required to resolve this>	

7.0 Timeline and Key Milestones

Current key milestones (Oct-22):

Key Milestones	Target Date
Programme procurement phase: completion	07/12/2022
Programme Business Case sign off	07/02/2023
Contract signed with the Preferred Bidder	21/2/23
Deliver (Phase #3): Initiated	06/03/2023
Deliver (Phase #3): Completion	31/05/2024
Close Down and Decommission (Phase #4): Initiated	03/06/2024
Close Down and Decommission (Phase #4): Completion	20/12/2024
Programme closed	05/01/2024
Full benefit delivery achieved (<i>financial and non-financial – post closure</i>)	03/01/2025

Our current plan is included in Appendix (B).

8.0 Programme risks & contingency planning

8.1 Key Risks and Issues including Impact Analysis

Correct as of Oct-22. Full RAID example (Nov-22) is given in [Appendix B](#) – this is a working document.

Ref/ID (risk)	Risk Description	Key Causes	Key Consequence	Key Mitigations	Likelihood	Impact	Risk Rating
HIT_R023	Resources: there is a Risk that contract staff could leave the programme due to the buoyant freelance market and IR35 (little or no notice periods).	Market rates for freelancer staff have increased by 10-20% since Dec-21 and the programme is reliant on team members who could move roles easily and quickly (for them).	Which may lead to: (i) Higher additional resource costs for staff we need to retain beyond Summer 2022; (ii) Additional recruitment costs for replacement staff; (iii) Delivery deadlines for Phase One being missed.	1. Extend resources as needed for Phase Two, in advance of the Jun-22 contract expiry dates.	3	5	15
HIT_R032	There is a Risk that the Business Case Approval will not be completed in time to sign an Agreement before the framework expires in Feb-23.	Current timeline for FBC approval means we have to follow a lengthy process and gain multiple sign offs from specific meetings on fixed dates. Given the delays encountered with procurement (resource issues), this will be very difficult to achieve.	Which may lead to: (i) FBC not ready for approval at Feb-23 cabinet. (ii) BCC not able to agree a new contract with the Preferred Supplier before the framework expires. (iii) The procurement may have to be re-run, potentially causing significant delays.	Current options available, if the FBC is not ready or not approved at the Feb-23 cabinet: (i) Agree a Letter of Intent with the Preferred Supplier, covering their costs until Cabinet approves the FBC and a contract can be signed. (ii) Re-issue the ITT using whichever framework replaces RM3821, using the same documents, to the same suppliers, but with a nominal clarification time and short (e.g. 5d) period before submission are due.	3	5	15
HIT_R032	There is a Risk that one or more bidders may ask for an extension and that this will compromise reaching Cabinet for approval in Feb-23.	Current timeline for FBC approval means we have to follow a lengthy process and gain multiple sign offs from specific meetings on fixed dates. Given the delays encountered with procurement (resource issues), this will be very difficult to achieve.	Which may lead to: (i) FBC not ready for approval at Feb-23 cabinet. (ii) BCC not able to agree a new contract with the Preferred Supplier before the framework expires. (iii) The procurement may have to be re-run, potentially causing significant delays.	Current options available, if the FBC is not ready or not approved at the Feb-23 cabinet: (i) Agree a Letter of Intent with the Preferred Supplier, covering their costs until Cabinet approves the FBC and a contract can be signed. (ii) Re-issue the ITT using whichever framework replaces RM3821, using the same documents, to the same suppliers, but with a nominal clarification time and short (e.g. 5d) period before submission are due.	3	5	15

HIT_R030	There is a Risk that the programme may not deliver all outcomes by May-24.	The programme Timeline is very tight for a major systems replacement initiative. We have some 'float' within the plan but a significant event (i.e. contract delays, extension to procurement) would soon consume this and put the Critical Path at Risk.	Which may lead to: (i) Delays to Phase Two, which will cause a Procurement issue (see _32 below); (ii) Additional support costs for some legacy systems (formal and 'best effort' etc); (iii) Legacy systems remaining operational beyond end of life (e.g. Click); (iv) Additional supplier costs related to either acceleration or extension; (v) Reputational risk / user confidence may impact landing the new systems with staff.	Ongoing risk.	2	5	10
HIT_R033	There is a Risk that one of the losing bidders decides to challenge the outcome of the Procurement.	Whilst we are endeavouring to run a full and fair procurement, when an incumbent supplier is bidding there is a heightened Risk that they could challenge the outcome if they do not win. Incumbent suppliers often believe themselves to be in an inherently stronger position than new competitors.	Which may lead to an extension of the Procurement phase as the Challenge is dealt with scoring may need to be reviewed again, bids re-submitted etc.	Current options available, if the FBC is not ready or not approved at the Feb-23 cabinet: (i) Agree a Letter of Intent with the Preferred Supplier, covering their costs until Cabinet approves the FBC and a contract can be signed. (ii) Re-issue the ITT using whichever framework replaces RM3821, using the same documents, to the same suppliers, but with a nominal clarification time and short (e.g. 5d) period before submission are due.	2	5	10
HIT_R020	Civica Support: there is a Risk that the new two-year agreement is not enough to complete the programme	As of 08.03.22 we have 24m to complete requirements, procurement and deliver technical and business change. This is a very small-time window with little contingency.	Which may lead to: (i) Higher additional support costs if an optional extension is not agree by Summer 2022.	1. Discuss additional extension period (optional) with Civica, Rachel Lovelock.	3	3	9
HIT_R025	Risk: there is a Risk that data quality is so low that this impacts upon the ability of the new service to meet our requirements for reporting, analysis etc.	Multiple databases currently supporting disparate systems has led to existing data quality issues, including duplication.	Which may lead to: (i) additional time needed for data cleansing and migration; (ii) increase in costs related to (i) above.	We have formally engaged the BSA team to build a data dictionary, including schemas, for databases linked to the main systems. This should identify any major data concerns.	2	3	6

HIT_R026	Risk: there is a Risk that resistance to change impacts upon Phase Two-Three.	Common Activities has moved several staff we have been engaged with from Housing to IT, Working Together programme is continuing, and the possibility of Change Fatigue is emerging.	Which may lead to: (i) Attendance at and contribution to Future State activities may lessen; (ii) Quality of outcomes (i.e. To-Be) may be affected.	We have engaged with Change Directorate and a Change Manager has joined the programme (P/T at present). VH will work with the team to document, assets and mitigate resistance to change.	2	3	6
HIT_R004	CLICK: There is a Risk that we will not be able to replace this system before it reaches EOL in Q4 2023.	System was procured separately from the main Housing management systems and from another supplier (Salesforce). Due to be replaced by this programme but contract not aligned to core systems.	Which may lead to: (i) Increased and unplanned costs linked to extending support for 12m; (ii) A move away from the Single Supplier / Single Platform strategy.	1. We are discussing the process to extend support with Niotia Ferguson. 2. Annual support cost is £60k per annum. We would need to submit an extension request. 3. No issue if Salesforce are the preferred bidder as they will support their old products until replaced with new version(s). 4. Requirement for any new supplier to support CLICK could be included. 5. We will extend support, if necessary, until new solution lands.	1	5	5

8.2 Contingency Planning

We recognise that when it comes to estimating programme success a number of key factors are often either over or underestimated with the primary outcome of portraying a picture that is often more positive than the reality. With this in mind, we have used some common traps to summarise our current contingency plans.

Estimates used below based on previous experience and/or extrapolated data from other good and comparable sources (Soft Market Testing etc.).

Most Preferable Scenario – new system in place by 31st May 2024

Likelihood – 50% (at time of writing)

- Over optimism or “optimism bias” – whilst experience and market testing indicate that it would be possible to meet a May-24 deadline, cultural factors within BCC combined with change fatigue means that this will remain a ‘stretch target’ even though it is supported by the Preferred Supplier
 - Contingency planning has taken place: current Housing IT Support Team can remain in place until Dec-24. System support extension has been agreed with Civica until Mar-25.
- Under estimation of the level of resources required to deliver the programme will be avoided through retention of the current team, including supporting roles within the business areas affected (SMEs) and dedicated support (Housing IT and Data teams).
 - Contingency planning has taken place: BCC will provide knowledge and expertise whilst the majority of resources for Phase Three will come from the Preferred Supplier, including Training, Testing and Configuration.
- Known factors outside of the programme’s control – we are not aware of any other large programmes planned or in-flight that could impact on our ability to deliver. We remain conscious of the limited availability of resources within BCC, especially technical and business area experts, and have planned accordingly.

Acceptable Scenario – new system in place by 31st December 2024

Likelihood – 75% (at time of writing)

- Over optimism or “optimism bias” – we will agree the delivery plan with Preferred Supplier and include 20% contingency time and funds, taking the end date for Phase Three up to Dec-24. We believe that this is sensible, given the history of complex deployments within BCC and our own and the Preferred Supplier’s previous experience.
- Under estimation of the level of resources required to deliver the programme will be avoided through retention of the current team, including supporting roles within the business areas affected (SMEs) and dedicated support (Housing IT and Data teams). These will be retained in line with the programme plan as above and only released when agreed outcomes linked to each role have been met.
- Known factors outside of the programme’s control – as above.

9.0 Programme Impact Assessment

9.1 Equalities Impact Assessment (EqIA) Summary of Impact and Key Mitigation

Programme EQIA is included in Appendix B. This will be reviewed in line with the Preferred Supplier's proposed service(s) and Implementation Plan post-FBC approval.

9.2 Climate and Environment Impact Assessment Summary of Impact and Key Mitigation

Programme ECO is included in Appendix B. This will be reviewed in line with the Preferred Supplier's proposed service(s) and Implementation Plan post-FBC approval.

9.3 Privacy-Impact Assessment Summary of Impact and Key Mitigation

Programme PIA is included in Appendix B. This will be reviewed in line with the Preferred Supplier's proposed service(s) and Implementation Plan post-FBC approval.

9.4 People Impact

No location moves will be necessary as part of the programme.

No culture change is anticipated, given the scope of the programme.

Workforce re-modelling has been carried out to identify the impact of inherent change due to the new system. This has been used to calculate tangible benefits and savings related to staff. Delivery of this change has been handed off to Benefits Owners, Heads of Service and Common Activities and will commence after the new system is in place.

All users of the new system will be fully trained in its use. This includes Super Users and Train The Trainer.

This will be reviewed in line with the Preferred Supplier's proposed service(s) and Implementation Plan post-FBC approval.

10.0 Document Sign off

Below is a record of who has received a copy of the Full Business Case **ahead of submission** for sign-off.

Name	Job Title	Date circulated
Donald Graham	Director, Homes & Landlord Services	24/11/2022
Archa Campbell	Finance Manager	24/11/2022
Michael Jarrett	Principal Accountant	24/11/2022
Lee Ford	Operations Manager	24/11/2022
Tim Borrett	Director, Policy Strategy & Digital	24/11/2022
Gavin Arbuckle	Head of Service Improvement & Performance	24/11/2022
Celia Williams	HR Business Partner	24/11/2022
Sam Marsh	Change Business Partner	24/11/2022
Spencer Penny	Category Business Partner	24/11/2022
Geraint Harris	Category Specialist	24/11/2022
Ben Hewkin	Head Of Information Assurance	24/11/2022
Lynne Miller	Data Protection Manager	24/11/2022
Richard Bakewell	Solicitor	24/11/2022

Decision making authority	Cabinet
Date seeking endorsement	07/02/2023

11.0 APPENDICES

A. Required commentary and recommended consultation

Recommended bodies/individuals for consultation ahead of submission to the relevant decision-making Board:	Commentary (if any)	Date	Version Reviewed
Cabinet Lead	Cllr Tom Renhard	21/11/2022	V0.03
Executive Director Meeting (EDM)	Stephen Peacock	30/11/2022	V0.03
Professional Views	Commentary	Date	
MANDATORY – and must include confirmation of funding source(s) Finance Business Partner <Michael Jarrett>	<u>General commentary:</u> This report seeks approval of the full business case (FBC) supporting the renewal of business-critical housing systems. Authorisation is also sought to proceed with the awarding of a contract to deliver the Preferred Option outlined in the FBC. The overall investment delivered in two phases (Development and Implementation) was estimated at £8.7m over the life of the programme, with £500K included as contingency. In phase 1, (2021-22) £430K was spent and a further £1.0m is expected to be incurred during this financial year. In June 2022 Cabinet approved £1.4m as funding for the development of the FBC, 20% being allocated to the General Fund. Funding for the HRA share (£1.12m) will come from in-year underspends and transfers from the HRA general reserves. The amount expected to be funded from the Change Management Programme budget (GF) is £280K. Approval is sought for the further investment of £7.5m, to be incurred over the remaining life of the programme during the financial years 2023-24 to 2027-28. It is anticipated that up to 80% of the expenditure could be funded from the capital programme, provision having already been made in the 2023-24 refreshed HRA business plan.	25/11/2022	V0.03

	Business case provides the potential to generate efficiencies and through savings from process automation of and improved integration with back-office systems. The potential savings generated by the project is estimated to be approximately £11.5m cumulative over the life of the contract. The table below shows estimated investment required for the business case and potential savings: <table><tr><th colspan="7">Housing Transformation Programme (£'000)</th></tr><tr><th></th><th>3</th><th>4</th><th>5</th><th>6</th><th>7</th><th>Total</th></tr><tr><th>Investment</th><th>23/24</th><th>24/25</th><th>25/26</th><th>26/27</th><th>27/28</th><th>£'000</th></tr><tr><td>BCC Professional consultancy costs</td><td>1,601</td><td>988</td><td>0</td><td>0</td><td>0</td><td>2,589</td></tr><tr><td>Contingency (tolerance)</td><td>320</td><td>197</td><td>0</td><td>0</td><td>0</td><td>517</td></tr><tr><td>One-off Investments</td><td>1,921</td><td>1,185</td><td>0</td><td>0</td><td>0</td><td>3,106</td></tr><tr><td>Implementation & Ongoing costs (incl. contingency)</td><td>1,060</td><td>985</td><td>796</td><td>793</td><td>794</td><td>4,428</td></tr><tr><td>TOTAL COSTS</td><td>2,981</td><td>2,170</td><td>796</td><td>793</td><td>794</td><td>7,534</td></tr><tr><td>Potential Savings/ Cash Avoidance</td><td></td><td></td><td></td><td></td><td></td><td>(2,889)</td></tr><tr><td>NET TOTAL</td><td>2,981</td><td>2,170</td><td>796</td><td>793</td><td>794</td><td>4,645</td></tr></table> The costs in this report are based on technology enablement and implementation support. The programme enables cost avoidance with service provision and are expected to generate saving as illustrated in the table above. <u>Confirmation of funding source(s):</u> Capital Programme	Housing Transformation Programme (£'000)								3	4	5	6	7	Total	Investment	23/24	24/25	25/26	26/27	27/28	£'000	BCC Professional consultancy costs	1,601	988	0	0	0	2,589	Contingency (tolerance)	320	197	0	0	0	517	One-off Investments	1,921	1,185	0	0	0	3,106	Implementation & Ongoing costs (incl. contingency)	1,060	985	796	793	794	4,428	TOTAL COSTS	2,981	2,170	796	793	794	7,534	Potential Savings/ Cash Avoidance						(2,889)	NET TOTAL	2,981	2,170	796	793	794	4,645		
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Potential Savings/ Cash Avoidance						(2,889)																																																																			
NET TOTAL	2,981	2,170	796	793	794	4,645																																																																			
MANDATORY where there is a resource request PMO Operations Manager Lee Ford	Decision-makers should feel a good level of confidence in the resourcing elements of this business case. This view is based on the overall professional experience of the team; the team’s proven success in planning earlier phases successfully; and the level of consideration evident in the range of roles and their responsibilities. Confidence will be increased once it is possible to produce a plan for the next phase in partnership with a preferred supplier. There are three of minor points that may not be material in terms of impact on timescales or budgets, but which might help refine the programme’s view of forecast costs:	01/12/2022	V0.03																																																																						

	1. Some rates stated in the resourcing table in this document are not in line with current published costs (e.g. project managers costed at £250/day instead of the current £262). May seem minor in isolation but could become material over the long duration of the programme. 2. With a programme running over years, rates (internal and external) will certainly change and increase – potentially multiple times. There doesn't appear to be a contingency proposed specifically on resources costs. The significant overall contingency proposed will almost certainly cover this, but the programme should profile in increases at least at the start of each financial year and anticipate rising costs. 3. Some of the rates in the table in this document do not align with rates for the same resource in the financial spreadsheet – e.g. Programme Support Officer costed at £197/day here and £256/day in the spreadsheet. This should be checked, and the correct rates used in forecasts from the start of the next phase. Stewart McDermott 26/11/22: costs and rate changes noted above have been included in the budget submitted for approval as part of this business case.		
MANDATORY Director of Digital Transformation <Tim Borrett>	This project is well aligned to the council's Digital Strategy 2022-27 and its aims, and appropriate governance is in place to ensure continued collaboration and sight of the project via the Digital Transformation Board. However, the FBC does raise some concerns regarding cost and contingency, namely:	01/12/2022	V0.03

	- The 15% contingency budget seems overly optimistic in light of current economic issues, past experiences of major transformation and the complexity of the project. Anything below 30% I would question. - New detail on day rates from the council's intended Digital Strategic Partner will potentially increase some of the cited costs if and when the DSP is used to provide resourcing. Detail can be provided to the Project Manager after 7 December 2022 subject to DTP Board approval of the DSP FBC. - There is no costed support from Data Engineering and/or Analytics – which I would expect to be required. - There may be some risk of benefit double-count with the Common Activities Programme (relating to system support functions) and the CRM/Channel Shift project (in relation to call centre benefits) – I would suggest further due diligence or, if that has occurred, more detail in this FBC to clarify this. Stewart McDermott 26/11/22: costs for Data Analytics and the increase in Optimism Bias recommended and noted above have been included in the budget submitted for approval as part of this business case.		
MANDATORY Information Security View Information.Security@bristol.gov.uk <Alex Correia>	Information Governance are fully involved and supportive of the project. Resources will be made available to support relevant work to ensure this is delivered in-line with our corporate policies and that relevant risks and issues are documented, mitigated and/or approved where appropriate.	02/12/2022	V0.03

HR Business Partner <Celia Williams>	The report identifies areas where people resource could be realigned or reduced as a result of the implementation of a new system, and the potential savings linked to these changes. Workforce re-modelling has been carried out to identify impact on roles which support our current systems and how the benefits of the new system might affect teams and services in Homes and Landlord Services and other areas of the Council. Any workforce change that proposed reduction or change to roles will require consultation in line with the Council's HR procedures and should be considered when the new system is imbedded and after a period of evaluation to determine the resource requirements.	15/12/2022	V0.04
Change Services View <Sam Marsh>	In the v0.03 that I reviewed clarity on the overall delivery costs and funding sources were still outstanding which is a key area to confirm before final consideration of the business case. Delivery of the financial and non-financial benefits is a key area for the programme to focus on through the delivery phase, and this will need to be strengthened once a project can be agreed with the preferred supplier.	01/12/2022	V0.03
Enterprise / Solution Architecture View <David Morton>	<u>General commentary:</u> This business case fully aligns with agreed architecture signed off at ARB, as described in the associated EA Azure Dev Ops Decisions repository links listed below: <u>ARB Decision & Date</u> 35469 HiTT programme architecture 03/05/22 36256 Contractor Portal 19/07/22 35965 Private Housing 19/07/22 35828 Integration architecture 11/07/22 35732 Interfaces for CSC 17/06/22	28/11/2022	V0.03

Legal View <Richard Bakewell>	Due to the complexity of the call-off terms, legal assistance should be sought to capture the winning tender within the Order Form and call-off Schedules. As no issues regarding compliance of the winning supplier's tender documentation with the council's requirements or the call-off terms were referred to legal during the evaluation stage, the process of finalising the contract terms should be low risk and involve permitted clarification and supplementing of the terms only. The call-off contract will need to be signed before 22 February 2023, the current expiry date for the CCS framework. At the appropriate time, HR advice will need to be sought in respect of changes to staff requirements / working hours and any redundancies that may result from the delivery of the project. Where not already provided for, Procurement will need to advise on the process for extending the existing legacy contracts, where necessary supported by legal.	21/11/2022	V0.03
Commissioning & Procurement View <Spencer Penny>	The procurement phase has been carried out using the Crown Commercial Services framework RM3821, Lot1a, to select a supplier for delivery of BCC's extensively scoped a numerous requirement. A further competition has been utilised in line with the framework's own terms, with the tender released in Sept 22 and bids received in early Nov 22. Scoring of Quality, Price and Social Value elements have been undertaken separately and in accordance with the instructions in the tender and a preferred bidder identified after holding a moderation panel. Due diligence is underway to ensure Award Notification letters can be released after a Tender Award Report is completed.	08/12/2022	V0.03

	A draft Call Off Form under the RM3821 framework will underpin the contracting going forward once the preferred bidder is informed. The final form of the contract can be worked alongside any risk mitigation if required to ensure timelines are met for signing before the end of the RM3821 framework on 22 Feb 2023. Going forward, multiple existing contracts will need to be scaled with the final delivery schedule and their associated risks advised against compliance with BCC's Procurement Rules and wider regulatory requirements.		
Statutory Data Protection Officer View (if PIA applicable) <Lynne Miller>	As this is a major change in processing involving personal data a mandatory Data Protection Impact Assessment has been advised which will be monitored and evaluated by data protection at key points through the project phase to implementation. In particular we will be looking at inherent risks to the processing of personal data and advise on appropriate mitigations. A DPIA should be started as soon as possible to raise any concerns and address early to avoid potential waste of resources. The DPIA should be treated as a "living" document and will be a key IG document even after implementation and should be reviewed on a regular basis.	16/12/2022	
Senior External Communications Officer <Kirsty Stilwell>	This is a positive step forward for the council and will require an extensive comms plan when implemented to help enable behaviour change within the key target audience. We recommend a reactive line for when this project goes to Cabinet in February, highlighting that as well as making life easier for tenants, the new system will also save the council money. We then would recommend a meeting with external comms in spring 2023 to begin the comms planning process. This will need to be a lengthy, multi-channel approach to make sure we reach all tenants and convince them to make the change.	14/12/2022	
Other consulted parties (as required)	Commentary	Date	

		Click here to enter a date.	
		Click here to enter a date.	

B. Mandatory Programme Documents

Document Name (& links to templates)	Document Exists? (Yes/ No)	Document Owner	Hyperlink to document
Programme Financial Spreadsheet <i>(Costs and benefits/ sources of funding/ benefits contracts)</i>	Yes	Michael Jarrett	Preferred Supplier: See Financial PDFs supplied with this document.
RAID Log – Nov-22	Yes	Stewart McDermott	See 21EN625 Programme RAID Log.PDF
<u>Programme Plan</u> As of Nov-22, BCC only. NAME Preferred Supplier plan will be added when confirmed.	Yes	Stewart McDermott	See HITT High Level Plan Nov-22.PDF
<u>Equality Impact Assessment Form</u> For guidance and support in completing the EqIA please refer to the guidance on The Source, or contact the Equalities Team: equalities.team@bristol.gov.uk Please make sure that the Equalities and Inclusion Team have added their comments/views to the business case before submission.	Yes	Myriam Selfe	See HITT Equality Impact Assessment.PDF
<u>Climate and Environmental Impact Assessment (CEIA)</u> <u>(previously EcoIA)</u>	Yes	Myriam Selfe	See HITT Eco impact.PDF
Privacy Impact Assessment template <i>For guidance see Privacy Impact Assessments, for support in completing contact Information Management</i> Please make sure that the SDPO has made their recommendations and the PIA has been signed off by the appropriate IAO(s) before submission of this Business Case.	Yes	Myriam Selfe	See HITT PIA Screening Questions 2022.PDF
Programme Board Terms Of Reference	Yes	Stewart McDermott	See HITT TOR 2022.PDF and HITT TOR Overview 2022.PDF
End of Stage Financials Capture Sheet	No		
Solution Design <i>(No template – this should be unique in content/ structure/ detail for each programme)</i>	No		

C. Timeline of approvals and any associated conditions

#	Meeting	Date	Action / Decision / Condition	Date for completion (If applicable)	Owner
1	Programme Board	12/12/22	Decision	Dec/Jan	S McDermott
2	G&R EDM	30/11/22	Condition	NA	S McDermott
3	Digital Transformation Board	7/12/22	Condition	NA	S McDermott
4	Cabinet Member briefing – Cllr Renhard	13/12/22	Condition	NA	S McDermott
5	CLB	10/1/23	Noting Programme Board decision & progression to Cabinet.	NA	S McDermott
6	Cabinet	7/2/23	Decision	7/2/23	Cllr Renhard

Equality Impact Assessment [version 2.9]



Title: Housing Moving Forward Together IT Programme (mandate)	
☐ Policy ☐ Strategy ☐ Function ☐ Service ☒ Other [please state] IT Change programme	☒ New ☐ Already exists / review ☐ Changing
Directorate: Resources	Lead Officer name: Myriam Selfe Programme Manager: Stewart McDermott
Service Area: Change Services	Lead Officer role: Programme Manager

Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use [plain English](#), avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

Housing IT provides the tools required to deliver a range of housing services to the citizens of Bristol. Multiple systems are reaching end of contract or end of life. This brings an opportunity to explore and implement the best IT solutions available.

To manage these opportunities, it is proposed that a housing IT transformation programme is developed and implemented. The purpose of the programme is to enable change and put in place tools that will allow Housing and Landlord Services to enhance service delivery, achieve efficiencies and improve working practices. This will support delivery of Moving Forward Together, our service transformation plan.

The programme will explore options to replace end of contract applications and to deliver un-met business needs and requirements including:

- Housing management** and case management system: current contract ends May-24 (extended for two years from 2022);
 This application is used to manage around 30,000 residential and non-residential council tenancies and deliver critical services such as letting process, tenancy management, provision of a repair service, rent charging and arrears management.
- Housing needs** system: current contract ends May-24 (extended for two years from 2022);
 This solution is used to manage the housing register across the Bristol Housing Partnership, Home Choice Bristol and homelessness prevention. The application is used by Bristol City Council and several registered social landlords.

3. **Asset management** system: current contract ends May-24 (extended for two years from 2022)

This application is used to manage the Housing's stock, condition, compliance and determine investment priorities on the 27,500 dwellings owned by Housing & Landlord Services.

4. **Field service** management system (scheduling): contract ends in July 2023 and the system will be reaching its end of life. Support will be extended in line with the above.

This application is used by about 400 users, mainly repairs operatives who spend 90% of their time on site, carrying out repairs in council homes but also surveyors and schedule planners. The solution automatically schedules planned, and responsive repairs based on complex business rules, ensuring an efficient use of repair resources.

5. **Private housing case management**: the system is reaching the end of contract and end of life in May 24

This case management solution is used by Private Housing and Regulatory Services to administer HMO licencing, private tenancy issues and trading standards, pest control and anti-social behaviour.

6. **Housing support case management**: contract ends in May 24 (extended for two years from 2022)

Used mainly by the Housing Support team as their register for housing support needs and external service providers as a support case management solution.

7. **Job costing solution**: there is no solution in place, functionality is required to calculate the total repair job costings and support analysis of value for money and savings opportunities;

8. **Building compliance** and information: functionality required to meet the new legislative requirements for regulating the safety of high-rise blocks;

9. **Digital Services**: explore opportunities for improvement, including more opportunities for users to choose self-service;

10. **Data and analytics**: review options to improve data and analytics and align to the corporate solution;

The programme is a feasibility stage with procurement due to start pending the approval of the procurement approach recommended in the Outline Business Case.

1.2 Who will the proposal have the potential to affect?

☒ Bristol City Council workforce	☒ Service users	☐ The wider community
☐ Commissioned services	☒ City partners / Stakeholder organisations	
Additional comments: external contractors		

1.3 Will the proposal have an equality impact?

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

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

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

☒ **Yes** ☐ **No** [please select]

Step 2: What information do we have?

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

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

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

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

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

Data / Evidence Source [Include a reference where known]	Summary of what this tells us		
Source: ONS 2020 Mid-Year Population Estimates -Equality Profile report 01 – Tenants and Leaseholders as at 01/04/2022		Bristol population %	BCC Tenant population % (tenants / leaseholders)
	Black, Asian And Minority Ethnic	16 (2011)	21
	Female	49 (2021)	62
	Male	51 (2021)	36
	Disability	8 (2011)	30.5
	LGB	9 (2018/19 QoL)	1.4
	Trans	N/A	N/A

	0 – 15	18.4	0.2	
	16-29	39	2	
	30-39	24	31.4 (25-44)	20.6 (45-54)
	40-49	16	21.1 (55-64)	
	50-64	21	24.4	
	Age:			
	- Overall, there are more children living in Bristol than people aged 65 and over. Almost one in every five people living in Bristol is aged under 16. - Bristol has a higher proportion of working age people than nationally (69% against 62% nationally).			
	Disability:			
	- More than three times as many BCC tenants are a disabled person, than in comparison to the Bristol population - Most reported types of disabilities (11%-12%) include: long term illness, mental distress and mobility impairment			
	Age:			
Under-representation of young people (16-24) as BCC tenants and aging resident base (50-64 years represent 31% of BCC tenants population in comparison to 14% of Bristol population). This is an over representation, and this group do report they are less confident in using technology.				
Source: 2011 Census & BCC Workforce Diversity Head count for Housing & Landlord Services (01/04/2022)		Bristol population %	H&LS employees %	
	Black, Asian And Minority Ethnic	16 (2011)	12	
	Female	49 (2021)	38	
	Male	51 (2021)	63	
	Disability	12 (2021)	9.6	
	LGB	9.1	4.1	
	Trans	N/A	N/A	
	16-29	39	12.4	
	30-39	24	24.1	
	40-49	16	24.6	

	50-64	21	38.8
Source: Online Nation 2021, Ofcom report	10 % of UK adult internet users who say they only access the internet via a smartphone 61 % of UK adults with 10+ years' experience online 83% of UK adults who say they are confident Internet take up and use: 86% of UK adults used the internet in Sept 2020 (45.5m adults aged 18+) - Going online is almost universal among 18-54 years olds - Largest increase in users with the over 54 year olds. - Average time spent online per day : 3h30 6% of UK households do not have access to the internet - The smartphone is the most-used device for accessing the internet for all age groups apart from those aged 65+. - Reliance on smartphones to access the internet is more prevalent among younger people and those in lower socio-economic groups. Comms platform: - Facebook's WhatsApp is the most popular messaging and calling service in the UK, reaching 67% of online adults in September 2020 Social media - Eighty-two per cent of adults aged 16+ who go online have a social media profile, and Facebook and Instagram continue to be the most widely used platforms. Ninety-one per cent of social media users aged 65+ use Facebook, and nearly half (49%) of these said it was the only social media service they used. - Instagram was more popular with younger people – nearly a quarter of 16- to 34-year-olds said it was their main service. - TikTok was one of the platforms with big increases in number of users in 2020; more than half (54%) of 16-24s, said they had an active TikTok profile - Older adults are more likely than younger adults to use neighbourhood connection service Nextdoor. Nextdoor is an app which aims to connect neighbours with each other, and to services and local businesses nearby. Mostly used by over-54s (59% of 3.9 adult users)		
Quality of life survey 2021-22	The QoL survey indicates that the groups that are the least comfortable with using digital services include: - White British – 79.8% - Groups aged 50 years and older – 58.6% ; and 65 years and older: 44.4% - People who have a disability – 61.5% - People who are renting from BCC – 57.9% (vs renting from Private Landlords where 90.8% - likely to be students) Additional (new) indicators to note are that 82% of people are comfortable using digital services, and 42% are comfortable using smart technologies, though both are significantly lower for some groups; older people (65+) are lowest for both. being "comfortable using digital services" is also the lowest in the top 10% most deprived areas (75.4%)		
BRE Integrated Dwelling Level Housing Stock Modelling and Database for	There are 202,911 dwellings in Bristol, 50% are owner occupied, 30% private rented and 20% social rented. Overall, the percentage of dwellings in the private rented sector across Bristol is 30% compared to the national average of 19%.		

Bristol City Council February 2020	This data reflects that the percentage of the dwellings (private sector landlords and tenants) (30%) may be affected by the change of digital services. This includes landlords in the private rented sector would be using the new digital services to ensure their properties are licenced.
Additional comments: No equalities data is currently being collated for users registered to the Tenant Account. Despite requesting the information from Digital Services in January 2022, the team has been unable to fulfil the request to date due to capacity. However, the following information has been identified: • Out of an estimated 40k adult with a BCC tenancy, there are only 5,846 individual tenant accounts. • Between May 20-May 21, the Unique page views for https://www.bristol.gov.uk/your-account/tenant was used on average of 2,679 per month Little research has been made to find out why only 14% of our tenants have an account or indeed the reasons for such little traffic on the Tenant account sign-in page however, one can imagine that some of the reasons may be attributed to: registration issues ; lack of sufficient offer to entice users on the tenant account ; digital exclusion (lack of access to technology, literacy/numeracy, confidence...) , lack of awareness of the Tenant Account. The gaps in account take up will need to be addressed when we communicate the changes to tenants.	

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

☒ Age	☒ Disability	☐ Gender Reassignment
☐ Marriage and Civil Partnership	☐ Pregnancy/Maternity	☒ Race
☒ Religion or Belief	☒ Sex	☒ Sexual Orientation

2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps, then state this clearly with a justification.

For workforce related proposals all relevant characteristics may not be included in HR diversity reporting (e.g. pregnancy/maternity). For smaller teams' diversity data may be redacted. A high proportion of not known/not disclosed may require an action to address under-reporting.

No equalities data available for Tenant Account holders. This is something that we hope, we would be able to collate as part of the upgrade of our digital services. However the generic data tell us that older people are less likely to engage with digital services. The Private Housing sector is also no longer collecting equalities data. This is related to operational changes within the organisation. This section has identified the need in the future to capture and report on the profile of service users (cross-tenure and by service area). It is anticipated that this need will be met through the delivery of improved forms and new reporting capabilities. We are also awaiting data on which equalities groups are on the housing register, this information will be available to insert into the EqIA if the proposal is agreed.

2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this had been of Bristol's diverse communities. See <https://www.bristol.gov.uk/people-communities/equalities-groups>.

Include the main findings of any engagement and consultation in section 2.1 above.

If you are managing a workforce change process or restructure, please refer to [Managing change or restructure \(sharepoint.com\)](#) for advice on consulting with employees etc. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups and trades unions as well as affected staff.

No engagement carried out at this stage (outline business case) of the programme.

We will ensure that any groups who we know are less likely to engage with these new technologies will be targeted. This includes disabled tenants, older people and those people in deprived communities where lack of affordability for Wi-Fi / data / technology is a real challenge.

It is anticipated that engagement will take place particularly as the programme is testing new digital services, engaging with a wide range of service users.

2.5 How will engagement with stakeholders continue?

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

We are proposing that engagement and consultation with stakeholders be included as a communication plan activity as we progress to OBC for each of the projects identified. A communication plan will be the best way to get the message out with regards to changes, and communities that will be targeted.

Step 3: Who might the proposal impact?

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

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

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

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

GENERAL COMMENTS (highlight any potential issues that might impact all or many groups)

Groups adversely impacted are generally people who experience socio-economic deprivation – as such in terms of tenure, tenants are more likely to be affected by the changes than private landlords.

The groups most likely to be amongst the BCC Tenant population would be older people, and disabled people.

- Digital exclusion - lack of access to technology (preference) or mobile data/Wi-Fi__33
- Platforms (web or app) are not accessibility compliant and/or difficult to use which would deter wider access / take-up

Whilst the provision of Wi-Fi devices is out of scope for residents and tenants, it is anticipated that the programme will put in place a number of measures (through procurement process, training etc.) to help familiarise service users to the new technology. In addition to this, the deployment of the new online digital solutions will be planned and incremental so as to reduce the possible adverse impacts change could bring about.

It is anticipated that housing staff would receive training and the hardware required to use new applications / digital services and discharge their duties.

How to mitigate the impact of IT changes and new system implementations:

• New web-based systems, websites and apps will be required to meet accessibility regulations to ensure that they can be used by as many people as possible • Digital services to be device agnostic but with a preference for useability on smartphone (device of choice for people on lower income) • Involve users and residents in the development and testing of the solutions to ensure that the solutions are designed by users for users (maximise use/buy-in). • We will be looking to simplify our housing digital services and build into our requirements the use of 'assistive' functionality such as chatbots and virtual agents to increase not only usage of digital services but also from a broader range of residents that may not be using the services at present.	
PROTECTED CHARACTERISTICS	
Age: Young People	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	Younger people not accessing digital services if the new products do not consider their preferences for interacting digitally (i.e. mobile app vs website)
Mitigations:	• Consider the development of a Tenant Account / BCC Housing mobile app to access housing digital services as well as upgrade of website as solutions to be developed
Age: Older People	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	With computers being the most popular mode of access among people aged under 65+, we may find that older people are most digitally excluded (due to cost of laptop). Older people are less likely to have home internet access (18% of over-64s do not have home internet access), as are those in lower socio-economic groups. Older people are overrepresented in this service so mitigations will need to be considered carefully.
Mitigations:	• Investigate provision of communal desktops in STOP schemes • Wardens will have access to internet when doing visits and able to show and tell, follow up on calls with the tenants • Continue with the provision of digital services (website) ; explore the use of chatbots and virtual agents to help users navigate the website and make the experience more valuable • Training – short videos on how to use the services • A telephone service would be made available for tenants who do not have other means to contact the council any other way
Disability	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	Disabled people may experience barriers in using a mobile app or other digital services if they are not compatible with assistive technology or inaccessible in other ways. Some disabled people will require alternative ways to access and contact services.
Mitigations:	• New digital services (applications and websites) to be accessibility compliant to ensure that they can be used by as many people as possible • Provide alternative contact methods such as telephone for those that need them as appropriate.
Sex	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	The QoL survey states that women are slightly less confident in using digital services than men.
Mitigations:	• Provision of training to increase the confidence of groups who are less confident.
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Race	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐

Potential impacts:	Service users for whom English is not their first language may have difficulties accessing our digital services if no provision is made for translation. They may also lack confidence in accessing digital services.
Mitigations:	Ensure digital solutions developed comply with accessibility regulations; explore possibility in the requirement for links to online translator for users to view the website in the required language e.g., add-ons that can be tagged onto website pages to auto-translate the content of the pages. The user selects the language required and the page content is automatically translated into said language.
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	People who are living on their own may not have the support of a partner to help them access online services. According to the QoL survey, this would be particularly true for 50+ years old (38.5%), 65+ years old (46.1%), disabled people (40.7%) and generally BCC council tenants (38.3%)
Mitigations:	
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	Most likely to be digitally excluded due to socio-economic deprivation as the circumstances may limit access to either the technology or access to data / wi-fi. Possible lack of confidence in accessing digital services; possible literacy and numeracy
Mitigations:	- Raise awareness amongst tenants of free wi-fi in and around Bristol - Explore options to provide training e.g. via BCC Community Learning
Carers	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	Research shows that – 1 in 5 people aged 50-64 are carers; 1.3m people in England and Wales aged over 65 are carers.
Mitigations:	- need for intuitive, easy to use digital platforms - staff training in housing digital services to facilitate show and tell with BCC tenant population; consider use of the same platforms between BCC Tenant Population and housing staff to facilitate skill transfer.
Other groups [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	
Mitigations:	

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

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

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

Several high-level benefits have already been identified. These include:

- More up to date applications and online offer, with more accessible and user-friendly features
- Solution that meets accessibility requirements (more recent solution than existing), thanks to identification of accessibility requirements
- Improved digital services offered, with automation of digital services into back-office system
- Improved utilisation of analytics to help shape and target services to the people who need it most (utilisation of visualisation to present key data)

The upgrade of Housing's digital services will provide the opportunity to understand the user experience (UX requirements) and redesign the product(s) for a user perspective with potential simplification of the application(s).

In addition to this, the exploration of artificial agents and chatbots to assist users when accessing our services online. It is hoped that such changes would increase the amount of tenant accounts being registered from a diverse spectrum of tenants / leaseholders (than assumed at present):

- Increase in younger people being engaged digitally with Housing services
- Increase in older population
- Compliance with accessibility regulations should lead to a more inclusive use of our digital offer.

Increase in digital services take-up lowers minimises the need for residents to call the contact centre and travel to the city centre to get things done (cost of travel / reduction of congestions and exposure to CO emissions (better health)) for most vulnerable groups. In addition to this, it will enable BCC to adhere to the new Social Housing White Paper legislation.

User testing will take place with tenants and staff to ensure that any issues are realised up front and before implementation.

Step 4: Impact

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

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

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

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

The programme is currently at the stage of starting a procurement exercise to identify the solution(s) to be implemented. Should the programme fail to action the proposed activities, the solution would limit access to the new services we are wanting to change.

Mitigation will be at minimum compliance to the accessibility regulations and at best, involve a working group of residents to capture requirements and test design solutions. There may be limitations in the budget in terms of solutions developed however these will not negatively impact disabled, older people or people on a low income.

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

Involvement of the public in the design/selection of the solutions would encourage take-up and hopefully a wider and more diverse spectrum of users.

4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale
Compliance to the Accessibility Regulations to be sought for the solutions identified / procured (etc). – Digital Services checks and sign-off	Myriam Selfe	Dec 2022(tbc)
Investigate with Tenant Involvement team how users (tenants / leaseholders) may take part in the development of the digital solutions that are aimed at them. Include in project scope as an activity.	Myriam Selfe	Dec 2022(tbc)
Put in place a mechanism to report on profile of tenant account users	Myriam Selfe	Dec 2024

Improvement / action required	Responsible Officer	Timescale
Profiling capabilities for Private Housing (HMO, private landlord services)	Tom Gilchrist	Dec 2024
Equalities data for groups on the housing data will need to be collected to inform which groups are most affected if the new system is not in place	Myriam Selfe	Dec 2022
Recommend for individual EQIA to be completed by project managers in the Housing IT TP for the areas of the system(s) they will be completing	Stewart McDermott	Dec 2022

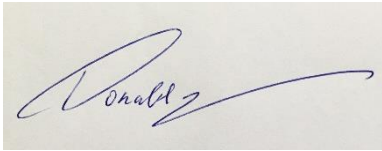
4.3 How will the impact of your proposal and actions be measured?

How will you know if you have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective your approach is still appropriate.

- The EQIA will need to be reviewed and updated as the programme gets more confident about the products to be implemented, to include wider consultation as part of the process – as part of the FBC. Each project would require its own EqlA.
- Expectation for the activities above to be included in the FBC / Project(s) scopes when these have been further defined.
- Explore inclusion of actions in the H&LS E&I action plan / backlog so that a record is kept outside the programme's remit (so greater transparency)

Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqlA. EqlAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the Equality and Inclusion Team before requesting sign off from your Director¹.

Equality and Inclusion Team Review: <i>Reviewed by Equality and Inclusion Team</i>	Director Sign-Off: Donald Graham, Director Housing and Landlord Services 
Date 27/4/2022	Date: 26/05/2022

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

Eco Impact Checklist

Title of report: FBC (Full Business Case) for the Housing IT Transformation Programme (21EN625)

Report author: Myriam Selfe

Anticipated date of key decision: January 23 going to Cabinet 7/2/23

Summary of proposal:

Seek Cabinet approval for:

- The Housing IT Transformation programme Full Business Case
- Start procurement activity with the recommendation to rationalise the current housing IT estate and procure a single modular solution, rather than multiple IT systems. The current housing system is composed of six separate business critical applications with contracts ending in spring 2024.

Cabinet is asked to approve the progression of this work, which is a key decision given the costs associated.

Context:

Housing IT transformation programme

Housing IT provides the tools required to deliver a range of housing services to the citizens of Bristol. Multiple systems are reaching end of contract or end of life. This brings an opportunity to explore and implement the best possible IT solutions available.

To manage these opportunities, the Housing IT transformation programme has been implemented. The purpose of the programme is to enable change and put in place tools that will allow Housing and Landlord Services to enhance service delivery, achieve efficiencies and improve working practices. This will support delivery of Moving Forward Together, the service's transformation plan.

The programme will explore options to replace end of contract applications and to deliver un-met business needs and requirements including:

- Solutions to enable a greater degree of self-service for residents
- Addressing issues raised through internal audits, relating to the need to improve systems and processes
- Filling known IT 'gaps' such as a job costing solution that would allow greater insight into costs and how to deliver value for money.

For the programme to provide a Full Business Case, the programme will need to complete the following key activities first:

1. Identify a Preferred Supplier, who will be our Delivery Partner, and confirm Final Costs to deliver the programme such that:
 - It meets the requirements of Senior User/s and their team
 - Aligns with BCC business and technology strategy (e.g. Common Activities and Digital First);
 - Supports government regulations and compliance (e.g. the new Building Safety Bill etc.)

This will be done via a procurement exercise (competitive tender, using an approved Crown Commercial Services framework that encompasses the services required). This exercise is planned to take place from

Sept – December 22, It is anticipated that the preferred supplier will be confirmed at January's cabinet. Also, the exercise will;

2. Identify the underlying business and process change associated with these:
 - We have identified shortfalls in current business processes, (some a result of the disparate systems currently in use and some an indication of the need for task-level process changes), where remedying these will bring several productivity benefits to BCC Housing and the citizens of Bristol.

The programme has identified the detailed requirements for each application.

Will the proposal impact on...	Yes/ No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	+ive	Positive impact from procurement of a new asset management solution: - Assumption that IT systems on the market have greater capabilities management of asset data (inc. energy) and modelling of investment programmes. - Opportunity to review data available, identify gaps and make better use of asset data to model investment programmes (more energy efficient homes) - Opportunity to explore the introduction of 'smart tech' / AI in BCC stock, new capabilities with BIM technology - Opportunity to choose solutions that allow lifecycle costing and carbon emissions to be valued Opportunities given with procurement of new field service / resource scheduling solution: - Review of the responsive repairs process end to end from the lens of reducing carbon emission produced - Existing solution has customisations that may hinder the efficient scheduling of routes taken by trades operatives and surveyors. Opportunity to review and simplify business priorities and rules Opportunities from improvements to housing's digital services and contact centre: - Increase in services available online / self-serve reduce need for BCC tenants to either call the contact centre or travel to the Citizen Service Centre - Opportunity to explore CRM capabilities (e.g., knowledge articles, virtual assistants, chatbots...) to reduce the need for a callout when it can be avoided.	n/a

			Opportunity for housing to procure solutions with hosting solutions that have a lesser environmental impact than current hosting option (cloud computing vs on premise). Opportunity through data and analytics (housing data and other) to make evidence-based decisions across the service: - Better data and use of technology to assess the state of our asset, the utilisation of fleet, materials used, smart homes capabilities / AI... overall with the potential of reducing Housing's environmental impact.	
Bristol's resilience to the effects of climate change?	No		No change (see summary).	n/a
Consumption of non-renewable resources?	No		No change (see summary).	n/a
Production, recycling, or disposal of waste	No		Digitisation of remaining paper-based processes will reduce recycling need.	n/a
The appearance of the city?	No		No change (see summary).	n/a
Pollution to land, water, or air?	Yes	+tive	Review of existing rules and implementation of more efficient travel scheduling parameters have the potential of reducing overall mileage and carbon emissions from the vehicles used by the Responsive Repairs service (c. 300 staff, most with a vehicle).	n/a
Wildlife and habitats?	No		No change (see summary).	n/a

Consulted with:	
Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u>	
The proposal is to complete a competitive procurement exercise. At this stage of the programme, it is anticipated that the procurement of new IT solutions is unlikely to have significant environmental impacts but may offer opportunities to reduce Housing's environmental impact in the future through process review, improvements to travel optimisation, more efficient asset management deriving from improved data. An initial Eco-Impact assessment was completed and approved as part of the Mandate in Dec-21. Also, a revised version was included and approved as part of the Outline Business Case Agreed on June 22 Cabinet. As stated in the OBC ECOIA. We still intend to produce a revised Eco Impact Assessment in conjunction with the preferred supplier as part of the Discovery and Design phase. Both phases will be outlined in the Full Business Case	
Checklist completed by:	
Name:	• Mandate Dec 21 and Outline Business Case Jun 22 Checklists completed/updated - Myriam Selfe. • Full Business Case – Stewart Mc Dermott and Vicky Grace
Dept.:	G&R, Housing & Landlord Service
Extension:	
Date:	26/01/2023
Verified by Environmental Performance Team	Giles Liddell, Project Manager - Environmental

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted



Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 07 February 2023

TITLE	Grant determination for the Holiday Activities and Food (HAF) Programme 2023/24 & 24/25		
Ward(s)	All Wards		
Author: Tommy Jarvis		Job title: Senior Project Manager	
Cabinet lead: Cllr. Asher Craig Cabinet Member for Children’s Services, Education and Equalities		Executive Director lead: Abi Gbago Executive Director Children’s and Education	
Proposal origin: BCC Staff			
Decision maker: Cabinet Member Decision forum: Cabinet			
Purpose of Report: To seek approval from Cabinet to accept and spend a Department for Education (DfE) grant to fund holiday activities and food programmes for school age children entitled to free school meal (FSM) for the main school holidays (not including half-terms) during the 2023/24 and 2024/25 financial year.			
Evidence Base: 			

schools, community, and voluntary sector, and private sector organisations. It is anticipated that the funding split across the three holidays will be - Easter (£324,691) Summer (£974,073) Winter (£324,691). The division of amounts across the different organisations has yet to be determined.

11. 15% of the funding can be used to cover the cost of non-FSM children including children with Education Health and Care Plans (EHCP) and those with no recourse to public funds. The intention is to use this 15% to increase access to holiday clubs for vulnerable children not currently entitled to FSM
12. The grant guidance states that up to 10% of the budget can be used for administrative purposes. Approximately £180,000 will be used to cover core delivery costs including, but not limited to management costs, grant coordination, partner contributions, marketing and communications, website development, data management and auditing. BCC management costs and a grant coordinator post will be funded through this element.

Cabinet Member / Officer Recommendations:

That Cabinet:

1. Authorises the Executive Director Children and Education, in consultation with the Cabinet Member for Children's Services, Education and Equalities to take all steps required to accept and spend the Department for Education (DfE) grant to fund holiday activities and food programmes funding for 23/24 and 24/25 including procuring and awarding contracts (which may be over £500k) where necessary to implement the activities and programmes as outlined in this report.

Corporate Strategy alignment:

1. Empowering and caring – this grant allocation will provide holiday provision to families in Bristol who have been disproportionately affected by the impact of Covid-19 and the cost-of-living crisis. Free holiday places will empower parents and carers by giving them the time and space to find employment or take part in training and skills development. It will help provide a caring and safe environment for children to rebuild their confidence and social skills
2. Fair and Inclusive – this programme will provide disadvantaged children and young people with access to activities and food in line with what is available to their non-disadvantaged peers. This will help to create a fairer system for our children and young people.
3. Well Connected – this grant will be used to expand existing partnership efforts to eradicate food poverty in Bristol. This One City approach will ensure Bristol can continue to build networks and relationships with partners in all sectors.
4. Wellbeing – activities will focus on improving physical and mental wellbeing of children and young people. Emphasis will be placed on providing engaging activities, nutritional information, and outdoor play to ensure children and young people learn through play.

City Benefits:

1. Providing enriching holiday activities will support disadvantaged children and reduce the impact of Covid and the cost-of-living crisis on their mental health and wellbeing. This will have a positive impact in future years as this group enter adulthood.
2. By working in a One City way, we can ensure that activities are delivered in a way that improves children and young people's understanding of the world around them, including the environment and food production.
3. Social Value will be created by working with and funding Bristol based partners where possible, mitigating some of the impact of lost revenue due to the impact of Covid-19 restrictions.
4. By working with key One City partners, we aim to access further funding and partner contributions to increase access to provision for key equalities groups that usually miss out on holiday provision, for example those with special educational needs or those from BAME communities
5. Bristol's HAF strategy is to use HAF funding to build and strengthen the local voluntary and community sector. HAF funded groups are offered free training, capital funding, centralised support, networking opportunities and partnership development. The aim is to build a legacy beyond the HAF funding.

Consultation Details: Strategic planning for 2023/24 is already underway involving external stakeholders. This process takes into consideration key city strategies including the Belonging Strategy and the Food Equality Strategy. The Children and Young People board, part of the One City Partnership will provide support, guidance, and challenge.

Background Documents:

[Bristol's Belonging Strategy for Children and Young People - Vision Statement \(bristolonecity.com\)](https://www.bristolonecity.com/belonging-strategy-for-children-and-young-people-vision-statement)

Revenue Cost	£1,848,730	Source of Revenue Funding	Central Government Funding
Capital Cost	£N/A	Source of Capital Funding	N/A
One off cost ☒ Ongoing cost ☐		Saving Proposal ☐ Income generation proposal ☐	

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

1. Finance Advice: The Department for Education (DfE) has made funds available to every local authority in England to coordinate free holiday club/activity provision, including healthy food and enriching activities, for children receiving benefits-related free school meals for the Easter, summer and Christmas holidays. This report seeks approval to accept and spend this funding for both 2023/24 and 2024/25.

The Grant allocated to Bristol City Council to deliver the holiday activities and food programme in 2023/24 is £1,848,730. The grant letter and programme guidance were published on the 20th December 2022 and 80% of the funding is expected to be paid to the Council in April 2023. A payment of up to the remaining 20% of the 2023/24 allocation will be made in April 2024 following the satisfactory submission to the Department by 15 February 2024 of a report setting out:

- the actual number of children the Authority worked with during delivery of the programme at Easter, summer and Christmas in 2023.

Similarly, the 2024/25 allocation will probably not be known until December 2023 but will be reported to Cabinet as part of the monthly Finance Reports to Cabinet once known.

Local authorities have previously had flexibility about how they spend this grant and deliver this provision, to best serve the needs of the children and families in their areas. Provision should continue to remain in line with the framework of standards set out in the grant conditions.

Local authorities are able to use up to a maximum of 15% of their programme funding to provide free or subsidised holiday club places for children who are not in receipt of benefits-related free school meals but who are considered by the local authority to be in need of this provision.

This flexibility also allows the Authority to spend up to a maximum of 10% of its allocation on its administration costs for the local coordination of the Programme and this should include any assumptions in relation to exit strategy and risk of redundancy costs as set out in the HR advice.

Finance Business Partner: Denise Hunt 18 January 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.

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

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

IT Team Leader: Alex Simpson – Senior Solution Architect 18 January 2023

4. HR Advice: The report is seeking approval to accept and spend a Department for Education (DfE) grant to fund

holiday activities and food programmes for schools. There are no significant HR implications for Bristol City Council employees arising from this request, however there is one fixed term employee who will have accrued over two years service by the end of the funding. Measures are in place for an exit strategy that would include access to redeployment for the employee, with a redundancy payment being funded by the grant, should they not secure alternative employment during their time in redeployment.

HR Partner: Lorna Laing, HR Business Partner – People 18 January 2023

EDM Sign-off	Christina Gray Director of Public Health	7 December 2022
Cabinet Member sign-off	Cllr Asher Craig Cabinet Member for Children's Services, Education and Equalities	12 December 2022
For Key Decisions - Mayor's Office sign-off	Mayor's Office	6 January 2023

Appendix A – Further essential background / detail on the proposal Department for Education HAF Grant Determination Letter 2023/24	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

20 December 2022

Section 31 Grant Determination for the Holiday Activities and Food Programme 2023: No 31/6391

This Determination is made between:

- (1) The **Secretary of State for Education** and
- (2) The upper tier **local authorities** listed in Annex A.

The Secretary of State determines, as set out in Annex A, the authorities to which the grant is to be paid and the amount of grant to be paid.

Pursuant to section 31(3) and 31(4) of the Local Government Act 2003, the Secretary of State determines that the grant will be paid subject to the conditions in Annex B.

The Senior Responsible Owner for this grant, Helen Waite, will require your nominated responsible officer to confirm at the end of each financial year that the funding has been properly expended.

Purpose of the Grant

The purpose of the grant is for local authorities to make free places at holiday clubs available in the Easter, summer and Christmas school holidays in 2023. This will be made available to children in the local authority area who are eligible for and receive benefits-related free school meals.

The core aims and objectives of the programme are outlined in Annex B.

Before making this determination in relation to the upper tier local authorities in England, the Secretary of State obtained the consent of HM Treasury.

For all enquiries about the Holiday Activities and Food Programme, please contact HAF.Programme@education.gov.uk.

Signed by authority of the Secretary of State for Education.

Helen Waite
For and on behalf of Department for Education
School Food and Flexible Childcare Division
2 St Paul's Place
Sheffield
S1 2FJ
Web: www.education.gov.uk

Annex A: Maximum indicative allocations for local authorities

LA	LA Name	Total allocation
201	City of London	£26,330
202	Camden	£882,780
203	Greenwich	£1,233,980
204	Hackney	£1,383,150
205	Hammersmith and Fulham	£586,010
206	Islington	£1,035,990
207	Kensington and Chelsea	£466,110
208	Lambeth	£1,359,240
209	Lewisham	£1,059,000
210	Southwark	£1,550,610
211	Tower Hamlets	£1,776,780
212	Wandsworth	£887,040
213	Westminster	£778,280
301	Barking and Dagenham	£1,220,290
302	Barnet	£1,196,600
303	Bexley	£830,020
304	Brent	£984,360
305	Bromley	£828,680
306	Croydon	£1,789,460
307	Ealing	£1,357,330
308	Enfield	£1,608,530
309	Haringey	£989,970
310	Harrow	£678,050
311	Havering	£855,170
312	Hillingdon	£1,088,070
313	Hounslow	£1,040,480
314	Kingston upon Thames	£383,560
315	Merton	£697,920
316	Newham	£2,057,160
317	Redbridge	£943,160
318	Richmond upon Thames	£397,740
319	Sutton	£658,970
320	Waltham Forest	£1,087,280
330	Birmingham	£8,168,700
331	Coventry	£1,553,530
332	Dudley	£1,288,420
333	Sandwell	£2,003,730
334	Solihull	£1,000,290
335	Walsall	£1,816,740
336	Wolverhampton	£1,932,350
340	Knowsley	£922,290
341	Liverpool	£2,607,810
342	St. Helens	£751,570
343	Sefton	£1,009,830
344	Wirral	£1,483,830
350	Bolton	£1,453,520

LA	LA Name	Total allocation
351	Bury	£712,840
352	Manchester	£4,140,240
353	Oldham	£1,479,560
354	Rochdale	£1,221,300
355	Salford	£1,388,870
356	Stockport	£884,460
357	Tameside	£1,202,220
358	Trafford	£694,550
359	Wigan	£1,343,640
370	Barnsley	£1,051,700
371	Doncaster	£1,390,110
372	Rotherham	£1,247,220
373	Sheffield	£2,735,430
380	Bradford	£2,947,680
381	Calderdale	£933,290
382	Kirklees	£1,869,720
383	Leeds	£3,527,070
384	Wakefield	£1,350,600
390	Gateshead	£822,840
391	Newcastle upon Tyne	£1,728,070
392	North Tyneside	£830,360
393	South Tyneside	£759,540
394	Sunderland	£1,337,020
420	Isles Of Scilly	£10,000
800	Bath and North East Somerset	£478,050
801	Bristol City of	£1,848,730
802	North Somerset	£521,520
803	South Gloucestershire	£594,210
805	Hartlepool	£601,950
806	Middlesbrough	£1,067,410
807	Redcar and Cleveland	£688,040
808	Stockton-on-Tees	£916,790
810	Kingston upon Hull City of	£1,460,030
811	East Riding of Yorkshire	£934,630
812	North East Lincolnshire	£795,450
813	North Lincolnshire	£717,900
815	North Yorkshire	£1,378,320
816	York	£413,250
821	Luton	£1,115,450
822	Bedford	£613,400
823	Central Bedfordshire	£621,140
825	Buckinghamshire	£1,171,570
826	Milton Keynes	£1,082,680
830	Derbyshire	£2,899,640
831	Derby	£1,394,370
838	Dorset	£962,240
839	Bournemouth, Christchurch and Poole Council	£1,038,790

LA	LA Name	Total allocation
840	Durham	£2,338,210
841	Darlington	£468,150
845	East Sussex	£1,671,380
846	Brighton and Hove	£771,550
850	Hampshire	£3,483,740
851	Portsmouth	£971,450
852	Southampton	£1,231,290
855	Leicestershire	£1,549,600
856	Leicester	£1,620,090
857	Rutland	£88,670
860	Staffordshire	£2,361,110
861	Stoke-on-Trent	£1,573,730
865	Wiltshire	£1,099,180
866	Swindon	£777,610
867	Bracknell Forest	£255,200
868	Windsor and Maidenhead	£311,520
869	West Berkshire	£389,170
870	Reading	£520,390
871	Slough	£648,310
872	Wokingham	£306,730
873	Cambridgeshire	£1,874,650
874	Peterborough	£1,118,040
876	Halton	£792,200
877	Warrington	£725,420
878	Devon	£1,910,460
879	Plymouth	£1,046,090
880	Torbay	£554,920
881	Essex	£4,208,820
882	Southend-on-Sea	£703,530
883	Thurrock	£703,190
884	Herefordshire	£438,150
885	Worcestershire	£1,647,370
886	Kent	£5,559,870
887	Medway	£1,160,800
888	Lancashire	£4,272,460
889	Blackburn with Darwen	£737,760
890	Blackpool	£879,520
891	Nottinghamshire	£2,691,100
892	Nottingham	£1,836,270
893	Shropshire	£714,300
894	Telford and Wrekin	£854,160
895	Cheshire East	£896,470
896	Cheshire West and Chester	£1,030,260
908	Cornwall	£1,653,760
916	Gloucestershire	£1,615,710
919	Hertfordshire	£2,907,830
921	Isle of Wight	£432,230
925	Lincolnshire	£2,696,260

LA	LA Name	Total allocation
926	Norfolk	£2,748,680
929	Northumberland	£1,029,030
931	Oxfordshire	£1,498,870
933	Somerset	£1,535,800
935	Suffolk	£2,213,400
936	Surrey	£2,241,680
937	Warwickshire	£1,759,610
938	West Sussex	£1,794,400
940	North Northamptonshire	£1,085,490
941	West Northamptonshire	£1,085,490
	Cumberland	£832,040
	Westmorland & Furness	£442,230
Total		£205,000,000

ANNEX B

1. In this Annex:
“the Programme” means the use by the Authority of as much of the grant money identified in Annex A as it deems necessary to meet the aims and objectives outlined in paragraphs 4-8;

“the Department” means the Department for Education;

“the Authority” means any local authority listed in Annex A;

“the Secretary of State” means the Secretary of State for Education;
2. The grant is only paid to the Authority to support eligible expenditure (see paragraphs 4 to 8 below).
3. The Authority must have regard to any guidance issued by the Department, including the guidance available on gov.uk: [Holiday Activities and Food Programme](#)

Eligible expenditure

4. Eligible expenditure means payments made, or committed to, by the Authority or any person acting on behalf of the Authority, under the Programme.
5. The purpose of the grant is for local authorities to make free places at holiday clubs available in the Easter, summer and Christmas holidays 2023 to children in their local authority who receive benefits-related free school meals.
6. The holiday club places should normally be available for the equivalent of at least 4 hours a day, 4 days a week, 6 weeks a year. This covers four weeks in the summer, plus a week’s worth of provision in each of the Easter and Christmas holidays. Local authorities have flexibility about how they spend this grant and deliver this provision to best serve the needs of the children and families in their areas, but provision should remain in line with the framework of standards set out in our programme guidance. Further information for local authorities is available on gov.uk: [Holiday Activities and Food Programme](#)
7. All provision funded by the local authority through the HAF programme must meet our framework of standards (as set out in our published guidance) and meet the following core aims and objectives:
 - **Healthy meals:** holiday clubs must provide at least one healthy meal a day which

must meet the [School Food Standards](#).

- **Enrichment activities:** holiday clubs must provide fun and enriching activities that provide children with opportunities to develop or consolidate skills or knowledge. Clubs must also provide physical activities which meet the [Physical Activity Guidelines](#) on a daily basis.
 - **Increasing understanding and awareness of healthy eating:** holiday clubs must work to improve children's knowledge and awareness of healthy eating.
 - **Signposting and referrals:** clubs must be able to provide information, signposting or referrals to other services and support that would benefit the children who attend their provision and their families. This can include advice on how to source, prepare and cook nutritious and low-cost food alongside increasing awareness of healthy eating
 - **Policies and procedures:** clubs must be able to demonstrate and explain their safeguarding arrangements and have relevant and appropriate policies and procedures in place in relation to safeguarding, health and safety, insurance, accessibility and inclusiveness. Where appropriate, clubs must also be compliant with the Ofsted requirements for working with children.
8. The free holiday club places must be targeted at children who are in receipt of benefits-related free school meals.
9. The Authority can spend up to a maximum of 10% of its expenditure on its administration costs for the local coordination of the Programme. At least 90% of the expenditure must be spent on the provision of free holiday club places for eligible children. The Department recognises that administration costs may represent a higher proportion of expenditure for smaller local authorities and will therefore notify smaller authorities in writing of the maximum they can spend on local administration costs.
10. Local authorities can use up to a maximum of 15% of their HAF funding allocation to provide free or subsidised places for children who are not in receipt of benefits-related free school meals but who the local authority believe could benefit from HAF provision. Local authorities should ensure that these places are aligned to their local priorities.
11. Local authorities must appoint or have in place a nominated HAF coordinator who takes responsibility within the local authority for the delivery of the HAF programme. This will be alongside sufficient staff who are dedicated to working on HAF all year round. The level of resource in each local authority should be proportionate to the level of funding received. Each HAF coordinator must engage with the support offer provided by the Department as set out in the 'administrative costs' section of the HAF

guidance.

12. The local authority will produce and maintain a central register of all the providers they fund through their HAF programme and make this available to the Department upon request.
13. The local authority will also and to put in place a robust system for inspecting every HAF provider that receives funding through the HAF programme and ensuring that that the providers they work with adhere to the standards set out at paragraph 7 and in our programme guidance.
14. The Authority must indicate that the programme is funded by the Department for Education in all publicity and press materials.

Payment and reporting arrangements

15. A payment of up to 80% of the Authority's total 2023/2024 allocation will be made in April 2023 to the Authority by the Department following satisfactory receipt by 1st March 2023 of a report to the Department setting out:
 - how the Authority's 2023/2024 programme will work
 - how many children the Authority expects to work with in 2023/24.
16. A payment of up to the remaining 20% of the Authority's total 2023/24 allocation will be made in April 2024 to the Authority by the Department following satisfactory submission to the Department by 15 February 2024 of a report setting out:
 - the actual number of children the Authority worked with during delivery of the programme at Easter, summer and Christmas in 2023.
17. The 15 February 2024 report must include (but is not restricted to):
 - The overall number of unique children who participated in the Authority's programme
 - The overall number of unique children in receipt of FSM who participated in the Authority's programme
 - The number and proportion of children who are in the: primary school age range; the secondary school age range; and any children outside of those age ranges who attended the Authority's programme.
 - The proportion of primary age and secondary age children who have participated in the Authority's programme.
 - The number of children with SEND or additional needs who have participated in the Authority's programme.
18. The Authority must provide an annual report on their HAF programme to the Department by 30 June 2023. The report will cover several different areas, as set out

in the “Annual Report” section of the programme guidance.

19. The above reports will be provided in accordance with guidance issued by the Department and will include data on children attending clubs in each local authority area.
20. The Authority will work with the Department and with any support organisation appointed to work on behalf of the Department in relation to the monitoring and delivery of the Programme.
21. The Authority must have a HAF website or dedicated pages on the Authority’s website for their HAF programme. It should include:
 - a. Information about what the programme is and who it is targeted at.
 - b. The Authority’s annual reports for the HAF programme.
 - c. Up to date information on what HAF provision is available in the Authority’s area for every holiday period including links to booking systems or portals where appropriate.
 - d. Information about the standards that the providers they work with are expected to adhere to in delivering the programme.

Data Collection

22. The Authority will comply with the collection of data that the Department requires and is set out in the accompanying HAF programme guidance. This will include, but is not restricted to:
 - a. The cost of the Authority’s programme
 - b. How many children have participated in the Authority’s programme including, but not restricted to:
 - i. The overall number of unique children who participated in the Authority’s programme
 - ii. The overall number of unique children in receipt of FSM who participated in the Authority’s programme
 - iii. The number and proportion of children who are in the: primary school age range; the secondary school age range; and any children outside of those age ranges who attended the Authority’s programme.
23. The Department may require the Authority to undertake additional data collection during the Authority’s programme to cross match the data with the Department’s National Pupil Database, which contains a variety of information on pupil characteristics, education and family set-up. Annex C of this grant determination letter, sets out the Department’s standard GDPR clauses and how personal data will be collected, processed and stored by local authorities. Please note that this Annex

applies only to those local authorities who participate in this additional data collection.

24. The Department may publish data on participation and expenditure, including breakdowns of this data at local authority level.
25. If selected for this additional data collection, the Authority is expected to comply with the collection of data and the Department will notify the Authority by 31st January 2023 whether the Authority has been selected.

Financial procedures and reporting

26. If the Authority has not spent and will not spend its maximum allocation, the Department will reduce the second payment to the Authority to reflect the actual expenditure.
27. If the Authority has not spent and does not plan to spend the initial payment of 80% of the Authority's initial allocation, the Department will seek to recover the unspent funding from the Authority.
28. The Secretary of State reserves the right to alter the timing or amount of grant payments accordingly.
29. The overall annual payment will not exceed the maximum allocation listed for each Authority in Annex A.
30. The Authority will not overspend on the HAF Programme, over and above their maximum funding allocation, without the prior written approval of the Department. Unauthorised overspends will not be reimbursed by the Department. Any identified overpayment of funds will be returned to the Department for Education as soon as identified.
31. The Authority's nominated responsible officer must confirm, through the submission of an annual Certificate of Expenditure, at the end of each financial year that the funding has been properly expended.
32. The Authority must maintain a sound system of internal financial controls. If the Authority has any grounds for suspecting financial irregularity in the use of any grant paid under this Determination, it must notify the Department immediately, explain what steps are being taken to investigate the suspicion and keep the Department informed about the progress of the investigation. For these purposes "financial irregularity" includes fraud or other impropriety, mismanagement, and the use of grant for purposes other than those for which it was provided.

Records

33. The Authority must maintain reliable, accessible and up to date accounting records with an adequate audit trail for all expenditure funded by grant monies under this Determination.
34. The Authority and any person acting on behalf of the Authority must allow:
- a) the Comptroller and Auditor General or appointed representatives, or b) the Secretary of State or appointed representatives, free access at all reasonable times to all documents (including computerised documents and data) and other information as are connected to the grant payable under this Determination, or to the purposes for which grant was used, subject to the provisions in paragraph 36.
35. The documents, data and information referred to in paragraphs 33 to 36 are such which the Secretary of State or the Comptroller and Auditor General may reasonably require for the purposes of 'spot checking' administrative costs or significant amounts paid under the Scheme or a financial audit of any department or other public body or for carrying out examinations into the economy, efficiency and effectiveness with which any department or other public body has used its resources. The Authority must provide such further explanations as are reasonably required for these purposes.
36. Paragraphs 33 to 35 do not constitute a requirement for the examination, certification or inspection of the accounts of the Authority by the Comptroller and Auditor General under section 6(3) of the National Audit Act 1983. The Secretary of State and Comptroller and Auditor General will seek access in a measured manner to minimise any burden on the Authority and will avoid duplication of effort by seeking and sharing information with local auditors.

Recovery of Grant

37. If the Authority fails to comply with any of these conditions, or if any overpayment is made under this grant or any amount is paid in error, or if any of the events set out in paragraph 38 occurs, the Secretary of State may reduce, suspend or withhold grant payments or require the repayment of the whole or any part of the grant monies paid, as may be determined by the Secretary of State and notified in writing to the Authority. Such sum as has been notified will immediately become repayable to the Secretary of State who may set off the sum against any future amount due to the Authority from central government.
38. The events referred to in paragraph 37 are:
- a) the Authority purports to transfer or assign any rights, interests or

obligations arising under this Determination without the prior agreement of the Secretary of State,

b) any information provided in any application for grant monies payable under this Determination, or in any subsequent supporting correspondence is found to be significantly incorrect or incomplete in the opinion of the Secretary of State,

c) it appears to the Secretary of State that other circumstances have arisen, or events have occurred that are likely to significantly affect the Authority's ability to deliver the Scheme,

d) the Authority's Section 151 officer is unable to provide reasonable assurance that the Statement of Grant Usage, in all material respects, fairly presents the eligible expenditure in the Period in accordance with the definitions and conditions in this Determination, or

e) the Authority fails to provide the delivery plans, reports or certificate of expenditure specified in this Grant Determination and its Annexes.

Annex C - Generic Standard GDPR Clauses for Local Authorities selected by the Department for additional data collection

Processing, Personal Data and Data Subjects

This Schedule shall be completed by the Controller, who may take account of the view of the Processors, however the final decision as to the content of this Schedule shall be with the Controller at its absolute discretion.

1. The contact details of the Controller's Data Protection Officer are: Emma Wharram, DfE, 2 Rivergate, Redcliffe, Bristol, BS1 6ED - Emma.WHARRAM@education.gov.uk.
2. The contact details of the Processor's Data Protection Officer will be supplied to the Controller by 01/04/2023.
3. The Processor shall comply with any further written instructions with respect to processing by the Controller.
4. Any such further instructions shall be incorporated into this Schedule.

Description	Details
Identity of the Controller and Processor	The Parties acknowledge that for the purposes of the Data Protection Legislation, the Customer is the Controller (the Department for Education) and the Local Authority (List of Local Authorities is at Annex C of this agreement) is the Processor in accordance with Clause 50.1.
Subject matter of the processing	The processing is needed to ensure that the Processor can effectively deliver the grant to provide a service to members of the public.
Duration of the processing	From 1 April 2023 until 31 July 2024.
Nature and purposes of the processing	The Local Authority coordinator (List of Local Authorities is at Annex C of this agreement)) and their providers (data processors) will process personal data to enable the Department (data controller) to assess the extent to which they have met the aims and objectives of the grant. A minimum amount of personal data is collected to enable the Department to ensure that public money is being spent effectively to achieve the policy programmes.

	The controller requires the processor to make all reasonable endeavours to collect personal data from all children (and parents/ carers) attending the session. The data will be collected to allow the Controller to assess whether or not the Processor is meeting the aims and objectives of the programme. The data is required for the Controller (DfE) to fulfil its remit - to ensure that public money is being used to achieve the desired outcome - and supply of the data is therefore a requirement of participation on the programme being funded by the Controller. The Controller requires the Processor to collect data from all attendees of sessions at providers funded through the HAF programme consisting of their: • Date of birth • Full name • Gender • Free School Meal (FSM) status • Home postcode • School name and LA area • Unique pupil ID (where possible) • Whether classed as vulnerable (if FSM status is unknown) • The total number of days they attended HAF provision.
Type of Personal Data	• Personal data: Name (needed to identify unique participants for numbers), DOB • Sensitive data: Free School Meal status, vulnerable classification
Categories of Data Subject	Children participating in HAF provision, parents and carers participating in HAF provision.
Plan for return and destruction of the data once the processing is complete UNLESS requirement under union or member state law to preserve that type of data	Coordinators to arrange for all data they hold to be securely destroyed once the annual report for 2023/24 has been returned to DfE: by 31 July 2024.

Equality Impact Assessment [version 2.9]



Title: Grant determination for the Holiday Activities and Food (HAF) Programme 2023/24 & 24/25	
☐ Policy ☐ Strategy ☐ Function ☒ Service ☐ Other [please state]	☐ New ☒ Already exists / review ☐ Changing
Directorate: People	Lead Officer name: Thomas Jarvis
Service Area: Education & Skills	Lead Officer role: Education Partnership and Programme Manager

Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

Bristol City Council has been granted approx. £1.8million by Central Government to provide school holiday places to children and young people entitled to free school meals for one week in the spring, four weeks in the summer and one week in the winter school holidays. Sessions must last for a minimum of four hours a day, offer at least one meal (preferably hot), provide physically and mentally stimulating activities, educate children about nutrition and provide signposting to support family services. To deliver this programme Bristol City Council will work with existing providers and partners in education, health and the voluntary and community sector to scale up provision and target support to areas of the city with the highest need.

1.2 Who will the proposal have the potential to affect?

☐ Bristol City Council workforce	☒ Service users	☒ The wider community
☒ Commissioned services	☐ City partners / Stakeholder organisations	
Additional comments: Services granted funding through the programme		

1.3 Will the proposal have an equality impact?

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

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

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

☒ Yes	☐ No	[please select]
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Step 2: What information do we have?

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

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

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

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

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

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
Census 2011 and Census 2021 2011 Census Key Statistics About Equalities Communities	According to the January 2022 school census data there are over 17,000 children and young people in Bristol who are entitled to free school meals (FSM). This is around 27% of the school population in Bristol. Guidance from the Government states that local authorities are asked to ensure that the offer of free holiday club provision is available for all children eligible for free school meals in the local area though it is not expected that all eligible children to participate. Around 55% of FSM children are non-white Bristol. The highest group in this non-white Bristol group are Black Somali 8%. 28% of those in receipt of FSM have either SEN support or an EHCP in place. There are marginally more boys than girls and 21% have English as an additional language. Less than 2% are in, or have previously been in care.
The population of Bristol	Updated annually. The report brings together statistics on the current estimated population of Bristol, recent trends in population, future projections and looks at the key characteristics of the people living in Bristol.
New wards: data profiles Ward Profiles - Power BI tool	School census data provides a breakdown of FSM eligibility by ward and shows that over 75% of children and young people in receipt of benefits related FSM live in 13 wards of the city. https://opendata.bristol.gov.uk/explore/embed/dataset/free-school-meals-in-bristol/table/?disjunctive.ward_name&disjunctive.year&sort=-free school meals of all pupils

<u>Bristol Quality of Life survey 2020/21 final report</u> <u>Quality of Life 2020-21 — Open Data Bristol</u>	The Quality of Life (QoL) survey is an annual randomised sample survey of the Bristol population, mailed to 33,000 households (with online & paper options), and some additional targeting to boost numbers from low responding groups. In brief, the 2020 QoL survey indicated that inequality and deprivation continue to affect people's experience in almost every element measured by the survey. According to the QoL 2021-22 survey 1.8% of households used foodbanks in the previous 12 months. In Avonmouth and Lawrence Weston this was 6.6%. 53% of those surveyed said they ate 5 fruit and vegetables a day. This drops to 39% in Filwood. 41% of those surveyed play sport at least once a week, this drops to 24% in Hartcliffe and Withywood
<u>Final report on progress to address COVID-19 health inequalities - GOV.UK</u> (www.gov.uk) December 2021	Multiple sources of data and evidence have highlighted the disproportionate impact of COVID-19 on equalities communities, and the impact of measures taken to address this. This final report highlights the government response to the original recommendations and the long lasting 'take homes'. This highlights the importance of not treating ethnic minorities like a homogenous group and nurturing existing local partnerships and networks for public health programmes. It also gives recommendations around communications, developing and providing materials in multiple languages and working with community partnerships to improve understanding and co-create content for key audiences.
Additional comments:	

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

☒ Age	☐ Disability	☐ Gender Reassignment
☐ Marriage and Civil Partnership	☐ Pregnancy/Maternity	☐ Race
☐ Religion or Belief	☐ Sex	☐ Sexual Orientation

2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps, then state this clearly with a justification.

For workforce related proposals all relevant characteristics may not be included in HR diversity reporting (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require an action to address under-reporting.

The data for children entitled to free school meals is particularly accurate in key stages 2, 3 and 4 of education. As all children in Reception and Early Years are entitled to universal free school meals, there may be gaps in this data and children who are entitled to holiday school places may miss out. There are also children who come from families that are not entitled to means tested benefits and are in low-income employment. These children would not currently meet the requirements for free holiday places. Covering this cost over holidays periods is likely to increase the financial strain on low-income families.

2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this had been of Bristol's diverse communities. See <https://www.bristol.gov.uk/people-communities/equalities-groups>.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to [Managing change or restructure \(sharepoint.com\)](#) for advice on consulting with employees etc. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups and trades unions as well as affected staff.

The existing partnership network, which includes Playful Bristol, Feeding Bristol, Fareshare and BAND has been working with communities and families in areas of high deprivation since 2019. This group has successfully worked with thousands of children and families in the last three years. Bristol City Council will work with this existing infrastructure and educational settings to target provision to areas of need in 2023. Working with education settings will support targeted communications and marketing of holiday places and provide support to children entitled to free school meals. Over 100 organisations have been involved with HAF in Bristol since 2021, many of these work with equalities group, for example WECIL, Somali Youth Voice and Imalya. The project team has worked closely with community groups in areas of high deprivation to ensure activities are tailored to the needs of those communities and builds on existing relationships and strengths.

2.5 How will engagement with stakeholders continue?

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

The project team will continue to engage with community groups in wards with the highest number of FSM children. This will be done through face-to-face/virtual workshops and focus groups with the aim of addressing gaps in provision and ensuring inclusive practices and safeguarding are embedded into the Your Holiday Hub programme. In addition to these sessions, YHH will continue to offer free training to providers to increase consistency and drive continuous improvement.

Step 3: Who might the proposal impact?

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

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

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

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

GENERAL COMMENTS (highlight any potential issues that might impact all or many groups)	
PROTECTED CHARACTERISTICS	
Age: Young People	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐

Potential impacts:	Lower take up of young people, in 2022 take up of primary age pupils was much higher than those at secondary
Mitigations:	Continue to build capacity in the youth sector working with organisations engaging with secondary age students including secondary schools.
Age: Older People	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Disability	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	Going forward not all provision offered as part of this programme will be accessible to all children. For example, some outdoor physical activities may not be suitable for children and young people with physical impairments or those with complex learning needs.
Mitigations:	We can mitigate these impacts working with a broad range of providers to ensure there are sufficient activities across the holiday periods to provide inclusive and accessible access to all children and young people who need them. We also intend to work with providers to ensure they have the right training and understanding to support an inclusive and safe environment for all children and young people.
Sex	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	Over development of sports activities may have the potential to decrease participation of girls, particularly those in secondary level education
Mitigations:	Ensure a broad range of activities are funded to provide options for those who are less likely to engage in sports activities
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Race	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	There is a risk that some families, where English is not their first language may miss out on accessing YHH provision.
Mitigations:	The YHH project team is working closely with community groups embedded in local communities and working with refugees and asylum seekers to ensure messaging reaches those most in need. In addition, the HAF programme manager will allocated £5,000 in each of 2023 and 24 to support translation services to support access. The programme team is also looking at opportunities to provide translations support for mental health services.
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	In 2023 Ramadan starts in late March and ends in late April, covering the spring delivery of YHH. This will have an impact on Muslim children and young people attending the sessions.
Mitigations:	YHH delivery partners will work closely with families to understand the needs of the children over Ramadan, this will include finding out at the booking stage whether the child will be fasting. For those children and young people who will be fasting, a meal will be sent home to have in the evening. Children will also be given the opportunity to do shorter sessions if required.
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
OTHER RELEVANT CHARACTERISTICS	

Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	There is some concern that children entitled to free school meals will feel stigmatised by the free access they are provided with for holiday places.
Mitigations:	The programme will continue to offer open access places in areas with high numbers of FSM children, therefore reducing the need to 'prove' FSM status – providers will continue to work with the local authority to ensure children are eligible. Marketing for referral or bookable events will be targeted at FSM families through schools and local area newsletters
Carers	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	Some children and young people with caring responsibilities may find it difficult to engage with activities
Mitigations:	Work with organisations that support young carers to ensure opportunities are made available. In addition, work with delivery partners to develop activity packs as an alternative where appropriate
Other groups [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	Some children and young people who have additional needs may not be in receipt of FSM and therefore may miss out on activities and food provision over the holidays
Mitigations:	15% of the funding can be used to support these children. We will work with organisations that work closely with these children to ensure they are included where appropriate.

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

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

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

Offering nutritious and healthy food, fun activities, and a safe space to play during the school holidays will create a significant benefit for children of low-income families, particularly those in areas of high deprivation that statistically have higher numbers of people with protected characteristics.

The programme also provides an opportunity to engage with the families of these children and young people and offer advice on and, support and access to health, employment, skills, and housing services.

Step 4: Impact

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

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

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

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

More work will need to be done to identify children and young people with protected characteristics who may not currently be in receipt of FSM either because they are in Early Years or Key Stage 1, or their family income

currently hovers just above the threshold which leaves them vulnerable to holiday hunger. There is a risk that we will not be able to achieve our intention of ensuring that no child should go hungry during the school holidays unless we do more to promote the importance of applying for FSM in Early Years and Key Stage 1.

By focusing on the 20 highest wards for disadvantage there is a risk that vulnerable children in other areas of the city miss out on this offer. Improving the way we use data and understand the needs of families in other areas of the city will ensure we develop a model that works for the whole city.

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

Increased engagement from children, young people and their families who may have historically not engaged in holiday activities due to the high cost
 Support the delivery of the Belonging and Food Equality Strategies
 Increase the number of healthy activities taking place in areas with the highest need
 Strengthen the youth infrastructure in priority areas – potential to increase physical and mental health and reducing anti-social behaviour in local areas
 Improve transition points between primary and secondary education – potential to increase attendance and attainment.

4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale
Undertake a marketing and communications campaign to raise awareness of the need to apply for FSM in Early Years/Key Stage 1 – focusing efforts in areas of high deprivation. Ensure communication and marketing is accessible to families whose first language may not be English.	Marie Davis	Ongoing until December 2023
Work with city partners to develop an operating model that goes beyond the Governments minimal expected standard of providing provision to FSM children and young people only. The main focus for this work will be on BAME communities and those with Special Educational Needs and Disabilities (SEND).	Tommy Jarvis	Ongoing until September 2023
Increase our understanding of the number of FSM children in remaining parts of the city ensuring activities and food are provided in a way that meet their needs.	Olivia Procter-Moore	Ongoing until December 2023
Work with mental health services and public health to provide translated mental health and wellbeing support for families where English is the second language.	Olivia Procter-Moore	Ongoing until August 2023

4.3 How will the impact of your proposal and actions be measured?

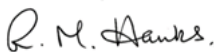
How will you know if you have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective your approach is still appropriate.

Comprehensive qualitative and quantitative information will collected throughout the delivery of this project including, but not limited to the number of children reached, areas of high and low take up and number of families that have engaged with support services. Where possible demographic data in line with BCC guidance will be captured and used in line with GDPR compliance.

Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities

impact of the proposal. Please seek feedback and review from the Equality and Inclusion Team before requesting sign off from your Director¹.

Equality and Inclusion Team Review: <i>Reviewed by Equality and Inclusion Team</i>	Director Sign-Off: Richard Hanks 
Date: 22/11/2022	Date: 29/11/2022

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

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 07 February 2023

TITLE	Delivering Better Value in SEND Programme Grant Allocation		
Ward(s)	All wards		
Author: Richard Hanks		Job title: (Interim) Director Education & Skills	
Cabinet lead: Cllr Asher Craig, Cabinet Member for Children’s Services, Education and Equalities		Executive Director lead: Abi Gbago, Executive Director Children and Education	
Proposal origin: BCC Staff			
Decision maker: Cabinet Member			
Decision forum: Cabinet			
Purpose of Report:			
To seek approval to accept and spend a Department for Education (DfE) Delivering Better Value in SEND grant in the sum of £1m to support the implementation of reforms to manage and mitigate identified cost drivers within the SEND high needs system.			
Evidence Base:			
1. Over recent years, rising demand and other pressures have contributed to many local authorities accruing deficits on their Dedicated Schools Grant (DSG) and the Covid pandemic has exacerbated these issues. In Bristol, the overspend on the DSG High Needs Block budget (i.e. the funding that supports provision for pupils and students with SEND) has been increasing year-on-year to the point at which it has become unsustainable. The forecast deficit for the current financial year is approx. £44m. The DfE is running some intervention programmes to assist local authorities with deficits to achieve high needs spend sustainability. 2. Bristol was invited to participate in the DfE’s ‘Delivering Better Value in SEND (‘BCC’) (DBV) support programme in February 2022. The DBV programme provides dedicated support and funding to 55 local authorities with substantial deficit issues to reform their high needs systems. Bristol joined the first tranche of local authorities starting DBV in September 2022. 3. The DBV is a 3-year transformation programme run as follows: • Pre-engagement strategy period (February to July 2022): Bristol met with the DfE to discuss the programme in detail, the nature of support the DfE would be providing and how Bristol will best work with the DfE to drive and achieve the objectives of the programme. • Phase 1, 6 months (September 2022 to March 2023): The DfE provides project and change management capacity to support Bristol in engaging with its key stakeholders and conducting a diagnostic process to identify the underlying cost drivers of its high needs system and potential reforms to manage/mitigate these cost drivers more effectively. And, support to produce an evidence-based grant application using the outputs of the diagnostic process. • Phase 2, 30 months (est. April 2023 onwards): Implementation of the agreed reforms with ongoing support and challenge by DfE officials.			

4. The DBV programme sits alongside and complements existing and ongoing work within Bristol City Council ('BCC') to manage the DSG deficit. A summary of the current indicative DSG mitigations was presented to Bristol Schools Forum in September 2022. A further report on the DBV Programme went to Bristol Schools Forum in January 2023 (see Background Documents below)
5. The DBV grant application will include:
 - Summary of the findings of the diagnostic
 - Breakdown of how the grant money will be used
 - Expected return on investment (i.e., the sum of target opportunity areas)
 - Risks to not realising the expected return on investment
6. These proposals are subject to EQIAs. Those that are already in progress have full EQIAs that are updated regularly. Those that are proposed have draft EQIAs in progress that will be shaped as the work progresses. All EQIAs will be available as part of the engagement and consultation process and will evolve based on feedback from stakeholders.

Cabinet Member / Officer Recommendations:

That Cabinet:

1. Approve, subject to meeting the programme requirements, and any associated grant conditions, the acceptance of £1m from the Department for Education to fund the implementation of reforms.
2. Authorise, the Executive Director for Children and Education, in consultation with the Cabinet Member for Children's Services, Education and Equalities to take all steps required to accept and spend the funding including procuring and awarding contracts (including any individual contracts over £500k) necessary for the implementation of the programme from October 2022 to March 2025, in-line with the maximum budget envelopes outlined in this report.
3. Note the submission of a grant application on 1 February 2023 to Department for Education (DfE) for the Delivering Better Value in SEND grant.

Corporate Strategy alignment:

This programme is well aligned to priorities for our Children and Young People set out within the Corporate Strategy, **CYP3: Equity in education**

Over the course of this Corporate Strategy, we expect our SEND provision to continue improving, co-designing appropriate support with children and families to meet their needs. We want to create the right conditions that will enable more young people with SEND and from disadvantaged backgrounds to enter further education, employment, or training. Supporting children and young people to experience an inclusive education that meets their academic, health, social and emotional needs is a crucial step to entering employment and becoming economically active within the city, which supports their lifelong wellbeing.

Our ambition is that children and young people have access to an education that develops their potential both in what they learn and who they become, so that they have skills for life and work. Additionally, an education that is inclusive and values diversity, and that provides opportunities where they learn from each other and benefit from understanding their different experiences is important. In achieving this, we will work both directly and with partners across the entire system to maximise opportunities for all. This includes access to further education, higher education, and other training providers to help people find pathways to employment; acknowledging and building upon much existing work by the council and partners in these sectors to address the educational disadvantage in the city.

City Benefits:

That funding which supports provision for pupils and students with SEND is spent in fair, transparent and sustainable way.

Consultation Details:

- Consultation and engagement on plans to address the DSG deficit have been ongoing over a period of time. A first iteration of the DSG Management Plan* was presented to Bristol Schools Forum in November 2021 with feedback invited on the proposed mitigations.
- A second iteration of the DSG Management Plan was presented in March 2022, and a third in September 2022.
- Following the September meeting, a series of engagement activities took place seeking views on the indicative mitigation proposals, including Head teachers, Governors, SENDCos and parent carer forums. An online survey has also been undertaken.
- A further report was presented to Bristol Schools Forum on 12 January 2023 on the development the Delivering Better Value SEND programme, key areas of focus for the grant application and next steps (the report is appended to this Cabinet report)

* Local authorities with an overall deficit on their DSG account at the end of a financial year must be able to present a plan to the DfE for managing their future DSG spend.

Background Documents:

1. DfE [Guidance on our work with local authorities](#), October 2022
2. DfE [Sustainability in high needs systems: guidance for local authorities](#), June 2022
3. [The Dedicated Schools Grant \(DSG\) Management Plan Update including mitigations](#) Sept 22
4. [6a Appendix A DSG Management Plan.pdf](#) Sept 22
5. [6i 2022-09-27 DSG Mitigations Covering Report.pdf](#) Sept 22
6. [Appendix A DSG Mitigations plan](#) Sept 22
7. [Report to Bristol Schools Forum, 12 January 2023 – Delivering Better Value in SEND](#) Jan 23

Revenue Cost	£1m	Source of Revenue Funding	Department for Education, Delivering Better Value in SEND grant allocation
Capital Cost	N/A	Source of Capital Funding	N/A
One off cost ☒ Ongoing cost ☐		Saving Proposal ☒ Income generation proposal ☐	

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

1. Finance Advice: This report seeks approval to accept and spend £1m of Delivering Better Value (DBV) in SEND programme funding. This funding aims to support local authorities to improve delivery of SEND services for children and young people whilst trying to ensure services are sustainable.

As reported to Cabinet and Schools Forum in January 2023, the High Needs block is forecasting an in-year overspend of £18.8m at period 8, with an anticipated year end cumulative overspend of £43.5m (Table 1 below).

Table 1: Forecast position on overall DSG for 2022/23 at P8 (to end of November 2022) extrapolated)

All figures £'000	End of year b/f Deficit	Transfers	b/f Deficit	DSG Funding 2022/23	Forecast Outturn P8 2022/23	In-year variance	Forecast Carry- forward P8 2022/23
Schools Block	(1,517)	1,517	0	304,661	304,661	0	(557)
De-delegation Schools	(504)		(504)	0	(0)	0	(504)
Central Block	8		8	2,742	2,742	0	8
Early Years	(472)		(472)	35,987	36,455	468	(4)
High Needs Block	27,876	(1,517)	26,358	78,466	96,641	18,175	44,533
Education Transformation	(740)		(740)	1,531	2,271	740	0
Funding	-		-	(423,388)	(442,213)	0	0
Total	24,650	0	24,650	0	18,825	18,825	43,475

The DBV programme will provide dedicated support and funding to 55 local authorities. An initial flat rate amount of £1 million will be allocated to local authorities to support their implementation plans. This funding will help contribute to identifying and support the implementation of key improvement initiatives. Spending proposals will need to be met from within the £1m funding envelope and satisfy any grant funding conditions and time frames.

Finance Business Partner: Andrew Osei, 13 January 2023

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

Legal Team Leader: Husinara Jones, Team Leader/Solicitor, 11 January 2023

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

IT Team Leader: Gavin Arbuckle – Head of Service Improvement and Performance, 13 January 2023

4. HR Advice: As the proposals are set out in the report, there are no current HR implications for Bristol City Council employees. However, once the proposals have been agreed and implementation plans are in place, we may need to revisit the plans and assess the impact of any changes that may affect our employees.

HR Partner: Lorna Laing - HR Business Partner – People, 13 January 2023

EDM Sign-off	Christina Gray,	7 December 2022
Cabinet Member sign-off	Cllr Asher Craig	12 December 2022
For Key Decisions - Mayor's Office sign-off	Mayor's Office	19 December 2022

Appendix A – Further essential background / detail on the proposal	NO
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO

Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 07 February 2023

TITLE	Short Breaks for Disabled Children Contract Extension		
Ward(s)	All		
Author: Gail Rogers		Job title: Head of Service Children’s Commissioning	
Cabinet lead: Cllr Asher Craig		Executive Director lead: Abi Gbago Executive Director Children and Families	
Proposal origin: BCC Staff			
Decision maker: Cabinet Member			
Decision forum: Cabinet			
Purpose of Report: For Cabinet to approve a 12-month extension to the Targeted Short Breaks for Disabled Children Contracts at a cost of £519,495 or an amount not less than 10% below (£467,545).			
Evidence Base: 1. Short Breaks are family support services that provide a disabled child or young person with a break. They can be at any time ranging from an hour to a day, evening, overnight, weekend or holiday, depending on the needs of the family. Short Breaks allow parents and carers to have a break from their caring responsibilities and give children and young people the opportunity for a positive experience. 2. Local Authorities have a statutory duty to provide a range of Short Break services that are sufficient to help carers to continue to provide care or to do so more effectively. We deliver this through a mixed model of in-house and externally commissioned services. 3. Short Breaks in Bristol are jointly funded between the LA and the BNSSG ICB, with the ICB contributing 18% of the budget and the LA 82% into a pooled Section 75 funding arrangement. Section 75 of the National Health Service Act 2006 allows for the arrangements between health bodies and local authorities, including pooled budgets, for the health-related functions of the local authority where this is likely to lead to an improvement in the way the functions are exercised. The ICB are in agreement with the proposed extension. 4. Our current targeted Short Breaks contracts were recommissioned in April 2019 for a three-year contract period with two one-year options to extend. On 05/10/2021, Cabinet approved for Short Breaks for Disabled Children to be recommissioned and confirmed that current contracts could be extended for 1.5 years out of a total of two years of extensions available. The first full year of extensions is 2022/23. 5. We are seeking approval to utilise the full extension period available in year two; extending current contracts from 1 April 2023 to 31 March 2024 (instead of 6 months that was originally granted from 1 April 2023 – 30 September 2023). The maximum cost of the 12-month extension for the external targeted contracts is £519,495 of which £425,985 would come from Bristol City Council. 6. A budget savings proposal has been put forward alongside this report to take 10% from the overall Short Breaks Budget Section 75 budget. This paper relates specifically to the externally commissioned targeted			

short breaks contracts which form one element of the overall offer. If agreed following consultation, for the proposed 2023/24 extension, this budget reduction will be mitigated by utilising historic underspend in the Section 75 budget built up during covid when services had to close. There would still be a level of in year savings to be taken from these contracts, however this would not exceed £51,949. The services will then be recommissioned from 2024 onwards with a reduced budget.

7. The current services are performing well and extending the existing arrangements will give sufficient time for the Commissioning Team to complete a full public consultation period and procurement exercise as well as co-produce the new Bristol Short Breaks offer with parent carers. This is particularly important in relation to meeting our duties under the SEND Code of Practice and responding to the areas for further development highlighted in the recent SEND Joint Local Area Ofsted re-inspection.

Cabinet Member / Officer Recommendations:

That Cabinet:

1. Authorises the Executive Director People in consultation with Cabinet Member for Children, Education and Equalities to extend the targeted short breaks contracts for 12 months in line with the maximum budget envelope of £519,495 or an amount not less than 10% below (£467,545) as outlined in this report.

Corporate Strategy alignment:

1. CYP - Children and young people are supported by the city, their community, and the council to have the best possible start in life. This will be achieved through access to high quality support services for children and parents/carers, and preventing family breakdown

City Benefits:

1. This proposal provides support to parents/carers and children and young people with SEND, preventing family breakdown leading to poor outcomes for children and high costs to the local authority, as well as fostering a greater sense of inclusion and belonging in the city for parents/carers and children, as evidenced by parental feedback.

Consultation Details:

1. Early engagement has been undertaken with parent/carers and full co-production and consultation is planned for the Short Breaks recommissioning.

Background Documents:

[Decision pathway Report - Short Breaks cabinet paper 27.9.21 Final 17.56.pdf \(bristol.gov.uk\)](#)

Revenue Cost	Maximum £519,495 (£425,985 funded by Bristol City Council and £93,510 by BNSSG ICB)	Source of Revenue Funding	Short Breaks Section 75 Budget - BCC General Fund and ICB Funding
Capital Cost	£0	Source of Capital Funding	N/A
One off cost ☒ Ongoing cost ☐ Saving Proposal ☐ Income generation proposal ☐			

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

1. Finance Advice: This report seeks approval for a 12 month extension for the Short Breaks for Disabled Children Contract at a maximum cost of £519,495. As outlined in the report Short Breaks in Bristol are jointly funded between the LA and the BNSSG ICB, with the ICB contributing £93,510 and the Council £425,985. The contract extension will

be delivered within the current resource envelope and service budget.		
Finance Business Partner Andrew Osei, Finance Business Partner, 20 January 2023		
2. Legal Advice: The extension of the contract, provided the extension is enacted within the requirements of the contract, does not raise any specific legal implications. Legal services will advice and assist in relation to the contractual arrangements for the extension.		
Legal Team Leader: Husinara Jones, Team Manager/Solicitor 01 December 2022		
3. Implications on IT: I can see no implications on IT in regard to this activity.		
IT Team Leader: Alex Simpson – Senior Solution Architect – 02 December 2022		
4. HR Advice: The report is seeking Cabinet approval for a 12-month extension to the Short Breaks for Disabled Children Contract to allow time for a full consultation and procurement process to be completed by March 2024. This report does not have any significant HR implications arising for Bristol City Council employees.		
HR Partner: Lorna Laing HR Business Partner 07 December 2022		
EDM Sign-off	Hugh Evans	07/12/22
Cabinet Member sign-off	Cllr Asher Craig	12/12/22
For Key Decisions - Mayor's Office sign-off	Mayor's Office	13/01/23

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

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 07 February 2023

TITLE	Short Breaks Innovation Fund Bid		
Ward(s)	All		
Author: Gail Rogers		Job title: Head of Service Children’s Commissioning	
Cabinet lead: Cllr Asher Craig - Cabinet Member for Children, Education & Equalities		Executive Director lead: Abi Gbago Executive Director Children and Families	
Proposal origin: BCC Staff			
Decision maker: Cabinet Member Decision forum: Cabinet			
Purpose of Report: Approval to accept and spend £740,847 grant funding from the DfE Short Breaks Innovation Fund. This funding will deliver a 12-month “bridging” service for young people with Social Communication Interaction Need or Autism who are socially self-isolating following a negative cycle of anxiety management. The service would support these young people in engaging outside of the home and accessing a much-needed Short Break for themselves and their families, via 1-1 support and commissioned groups.			
Evidence Base: 1. Through data analysis and parent/carer engagement work, we have identified that there is a significant cohort of children and young people with Social Communication Interaction Need or Autism who are socially self-isolating following a negative cycle of anxiety management. These young people are withdrawing themselves from situations and environments that cause anxiety. Their parent/carers tell us that they are unable to register these young people for Short Breaks as they will not leave their home, and we are aware that the COVID Pandemic has compounded and exacerbated these young people’s fears. We have collected data that shows there are 129 CYP with autism, or on the pathway, who are missing education of which a significant proportion is because of underlying anxiety. 2. We recognise that a gap in our current Short Breaks offer is a “bridging” service that would support these young people in engaging outside of the home and accessing a much-needed Short Break for themselves and their families. We submitted a successful bid to the DfE Short Breaks Innovation fund which will enable us to set up this service. 3. This proposed service was designed with parent carers of children, who currently present with self-isolating behaviours through four workshops. The coproduction of this bid and new service responds to an area for further development highlighted in the recent SEND Joint Local Area Ofsted re-inspection. 4. We would look to break this cycle by slowly building positive trusting relationships with 4 experienced in-house engagement workers. The workers will identify an area of special interest or an activity that is going to positively expand the children and young people’s experiences, whilst building resilience in managing and experiencing anxiety. To provide holistic and seamless services, we will appoint 2 Wellbeing Practitioners who will work alongside the Engagement Workers and will be able to provide therapeutic interventions to those in need. They will be employed on 12-month fixed term contracts in line with the project length. 5. This will be coupled with externally commissioned, grant funded specialist neurodiverse youth groups with a			

focus on wellbeing support which will enable the young person's journey to engage with the wider community, their peers, and Short Breaks.

6. The role of Engagement Workers would not duplicate any other roles that are currently funded in Bristol e.g., Autism Keyworkers or Family Support Workers as this new role would be specifically focused on providing ongoing support to children and young people to access Short Breaks.
7. It is our aspiration and expectation that our early intervention will reduce the demand on a range of services including Alternative Learning Provision, Hospital Education Service, residential education placements, CAMHS and stop escalation to Tier 4 bed and hospital admissions. CAMHS Tier 4 are specialised services that provide assessment and treatment for children and young people with emotional, behavioural or mental health difficulties. In 2021/22, 85 Bristol children presented to hospital with significant mental health distress. There were 85 Approved Mental Health Professional (AMPH) referrals, with 45 detained under S2 or 3 of the Mental Health Act. Analysis of seven children shows they are predominantly female and have diagnosis/investigation for autism.
8. The service will be made up of 1 x Clinical Psychologist supervising 4 x Engagement Workers and 2 x Wellbeing Practitioners. These staff will be recruited by Bristol City Council on fixed term contracts running for the duration of the contract. In addition, three providers will be grant funded to deliver specialist neurodiverse youth groups. Providers were asked to submit proposals to Bristol City Council as part of the bid process which have been assessed and put forward to the DfE by the Strategic Commissioning Team in consultation with Bristol Autism Team.
9. The project will run for 12 months in line with funding, there will be an opportunity to bid for a further 12 months funding in Autumn 2023.
10. This is a specific piece of work that is time-limited for the duration of the DfE grant due to current budget pressures. All staff will be employed on fixed-term contracts to ensure the project remains within budget. The programme length will be clearly communicated to providers, parent-carers and young people using the service. The aim of the service will be to transition those young people into our existing services at the end of the project so that young people are not left without support when funding for the project ceases.

Cabinet Member / Officer Recommendations

That Cabinet:

1. Authorise the Executive Director People, in consultation with Cabinet Member for Children, Education & Equalities to take all steps required to accept £740,847 grant funding from the DfE Short Breaks Innovation Fund, and enter into grant agreements for the implementation of the project as outlined in this report.
2. Authorise the Executive Director People in consultation with the Cabinet member for Children, Education & Equalities to submit further funding bids and if successful to accept and spend the funding (which may be over the key decision threshold) to extend the project in future funding rounds during 23/24 as outlined in this report.

Corporate Strategy alignment:

1. CYP2 – Supported to thrive – Children and young people will be supported to thrive, by engaging them to access 1-1 support and specialist provision to help reduce isolation and anxiety and provide both them and their parent/carers with a short break.

City Benefits:

1. The service will benefit the city by reducing demand on other, higher cost, service such as Alternative Learning Provision, Hospital Education Service, residential education placements, CAMHS and stop escalation to Tier 4 bed and hospital admissions.

Consultation Details:

1. In putting the bid together, we ran four parent/carer focus groups codesign sessions.
2. The bid was written in consultation with the Bristol Autism Team and Disabled Children's Service.
3. Providers were engaged and submitted proposals for the group activities which formed part of the bid.

Background Documents: Children and Families Act 2014

Revenue Cost	£740,847	Source of Revenue Funding	Grant Funding - DfE Short Breaks Innovation Fund
Capital Cost	£N/A	Source of Capital Funding	N/A
One off cost ☒ Ongoing cost ☐ Saving Proposal ☐ Income generation proposal ☐			

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

1. Finance Advice: This report seeks approval to accept and spend £740,847 grant funding from the DfE Short Breaks Innovation Fund. The Short Breaks Innovation Fund has been set up to provide funding to projects over three financial years (2022-2025) of c£30 million. This is year two of the Fund and local authorities can bid up to £1million to fund short break initiatives. There will be a further opportunity to bid in year three 2024/25. As with all bids, it may not be successful.

The aim of the Short Breaks Innovation Fund is to test novel approaches to integrated delivery of short breaks and support services for disabled children and young people and their families.

Finance have reviewed the bid and can confirm that it addresses the bid criteria and grant conditions, provides a clear breakdown of planned revenue costs and a contingency budget for unforeseen circumstances (including inflation and pay pressures).

As set out in the bid, the expectation is that through this new early intervention, demand will reduce for a range of services including Alternative Learning Provision, Hospital Education Service, residential education placements, CAMHs and stop escalation to Tier 4 bed and hospital admissions. If this is successful, the service will help contribute to a reduction in spend and will reduce demand on High Needs Block (cumulative deficit £44m) and other children's service spending. These benefits will need to be tracked and monitored to evidence this as proof of concept.

There will also need to be a planned exit strategy to ensure the sustainability of the proposed service or how needs will continue to be met once the funding ceases.

Finance Business Partner: Denise Hunt 1/12/2022

2. Legal Advice: The submission of bids for grant funding raises no particular legal issues. Provided the agreement is a grant agreement and not a contract for services, it will not need to be procured in compliance with the Public Contracts Regulations 2015. Client officers will need to seek legal assistance to ensure the agreement is a grant agreement.

Legal Team Leader: Husinara Jones Team Leader 01/12/22

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

IT Team Leader: Alex Simpson, Senior Solution Architect 2/12/22

4. HR Advice: The report is seeking approval to accept £740,847 grant funding from the DfE Short Breaks Innovation Fund, and to spend it to set up a service, to be hosted by BCC, to support young people and their families being able to access a short break.

The service will be made up of 1 x Clinical Psychologist supervising 4 x Engagement Workers and 2 x Wellbeing Practitioners, (add in TBC Grading). The Employees will be employed by Bristol City Council on fixed term contracts running for the duration of the contract, currently one year, with a possible further 12 month extension. If that were

the case then an exit strategy regarding possible redundancy payments if they gain two years employment will need to be factored into the costs. These opportunities could be open to secondment and development opportunities for current staff within the council or redeployment for displaced staff. All Bristol City Council HR Policies will be followed.

HR Partner: Lorna Laing, HR Business Partner 07/12/2022

EDM Sign-off	Hugh Evans	7/12/22
Cabinet Member sign-off	Cllr Asher Crag	12/12/22
For Key Decisions - Mayor's Office sign-off	Mayor's Office	13/01/23

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



Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 7th February 2023

TITLE	Education Mainstream Year 7 Temporary Expansion - Investment Decision (PFI)		
Ward(s)	Multiple Wards Across the City		
Author: Richard Hanks		Job title: Acting Director, Education & Skills	
Cabinet leads: - Councillor Craig Cheney, Designated Deputy Mayor with responsibility for City Economy, Finance & Performance. - Councillor Asher Craig, Cabinet Member for Children’s Services, Education and Equalities.		Executive Director lead: Abi Gbago - Executive Director: Children and Education	
Proposal origin: BCC Staff			
Decision maker: Cabinet Member Decision forum: Cabinet			
Purpose of Report: - To approve the spend of capital grant from the Department for Education (DfE) and revenue funding from schools’ contributions and the Education General Fund budget to support the temporary expansion of Secondary pupil places at three Private Finance Initiative (PFI) Academy schools. The projects will deliver additional temporary school capacity to enable the council to continue to meet its statutory obligation and help ensure sufficient mainstream school places are available in the city. A Cabinet decision is required in February 2023 to enable offers to be made ahead of March 2023 and mitigate the risk of BCC failing to meet statutory duties. - To provide authority to the Strategic Supplier Relations Manager - Procurement and Contract Management Service (the PFI Authority Representative) to take all steps required to make the required amendments to the three FI education, project agreements, PFI Phase 1A and PFI Building Schools for the Future (BSF) contracts, the relevant academy agreements and principal agreements required to adopt the changes. - To provide authority to the Executive Director, People in consultation with the Cabinet Member for Children’s Services, Education and Equalities to take all steps required to enter contracts required for the amendments to the PFI contracts (including individual contracts over £500k).			
Evidence Base: - Two new secondary Free Schools have been approved for opening in the city under the DfE’s Free Schools Programme. The construction of the new schools by the Department for Education have been delayed requiring the schools to open in temporary accommodation from 2023/24. The timely opening of these schools is essential to support the Council in securing sufficiency of mainstream school places. - In response to these delays the Council has worked with existing schools, from the autumn of 2021, across the city to identify where additional temporary capacity can be secured to meet the projected year 7 application numbers for 2022/23 and what capital interventions are required to make them feasible. The January 2022 Cabinet papers identified associated capital costs for PFI and non-PFI schools and provided authority for the delivery of capital works. - The Council receives Basic Need Grant funding (BNGF) from the DfE. This capital is provided to allow the Council the ability to work with schools to create additional school places.			

4. Due to inflation the contractor proposals for the capital works are more than the construction cost estimates provided in the January 22 Cabinet paper. A contingency capital allowance of £680k to manage market factors and inflation, was prudently set aside within the January 2022 Cabinet papers. £124k of this capital contingency from unallocated BNGF will be committed to meet the actual cost of the temporary expansions (Appendix I1).
5. The Cabinet papers on 18th January 2022 and 6th September 2022, including Appendices, provide the background for the evidence base to support the capital costs to bulge increase mainstream Secondary places from September 2022. Of the six schools identified, three are PFI and three are non-PFI. Capital works at three non-PFI schools have been completed within 2022 to provide additional capacity.
6. This Cabinet paper (February 2023) provides additional financial information for the Capital and OPEX (Operational Expenditure) resources needed to secure the additional capacity at the three PFI schools (Appendix I2) to provide essential Secondary pupil places. OPEX costs include annual maintenance, lifecycle, utilities consumption, insurance increases and operating costs.

Cabinet Member / Officer Recommendations:

That Cabinet:

1. Authorises the Executive Director: Children and Education in consultation with the Cabinet Member for Children's Services, Education and Equalities or the Designated Deputy Mayor with responsibility for city Economy, Finance and Performance, to accept, allocate and spend grant funding from the Department for Education and award the contract(s) variations (including any individual contracts over £500k) necessary for the implementation of the Education Capital Projects in accordance with Appendix I1 and within the maximum budget envelopes outlined in this report.
2. Authorises the Executive Director: Children and Families in consultation with the Cabinet Member for Children's Services, Education and Equalities or the Designated Deputy Mayor with responsibility for city Economy, Finance and Performance, to utilise £200k revenue funding to meet the PFI costs associated with the capital works (Appendix I2).
3. Authorises the Strategic Supplier Relations Manager - Procurement and Commercial Solutions (the PFI Authority Representative) to take all steps required to make the required variations to the two PFI education, project agreements, PFI Phase 1A and PFI Building Schools for the Future (BSF) contracts, the relevant academy agreements and principal agreements required to adopt the changes.

Corporate Strategy alignment:

1. Fair & Inclusive - Improve educational outcomes and reduce educational inequality, whilst ensuring there are enough school places to meet demand and a transparent admissions process.
2. The decisions proposed in this paper will support the Councils ability to ensure sufficient Secondary school places are available to meet demand in the city. The decision to invest will also support education providers and council officers in improving educational outcomes and reducing inequality through providing high quality education environments in areas of need and for young people starting from a disadvantaged position.

City Benefits:

1. The projects will deliver additional school capacity to enable the council to continue to meet its statutory obligation and help ensure sufficient mainstream school places are available in the city.
2. Refurbished buildings to provide high quality and modern learning environments.
3. Increase in Social Value opportunities during the design and construction and buildings in use.

Consultation Details:>

1. People Scrutiny Briefing October 21'.
2. Department for Education and Regional Schools Commissioner (RSC).
3. Sufficiency issues - City leaders and education sector – 9th March 2020.

Background Documents:

[Education Capital Programme of Works Cabinet papers 18 Jan 2022](#)

[Education Capital Update and Capital Investment Decision Cabinet papers 6 Sept 2022](#)

Education Act 1996

<https://www.legislation.gov.uk/ukpga/1996/56/contents>

Children's and Families Act 2014

<http://www.legislation.gov.uk/ukpga/2014/6/contents/enacted>

SEND Code of Practice 2015 (Stat Guidance)

<https://www.gov.uk/government/publications/send-code-of-practice-0-to-25>

Equalities Act 2010

<https://www.legislation.gov.uk/ukpga/2010/15/contents>

The Academies Act 2010

[Academies Act 2010 \(legislation.gov.uk\)](https://www.legislation.gov.uk/ukpga/2010/25/contents)

Revenue Cost	£200k	Source of Revenue Funding	School Contributions/Education GF
Capital Cost	£124k	Source of Capital Funding	Education Capital Contingency (BNGF)
One off cost ☒ Ongoing cost ☒ Saving Proposal ☐ Income generation proposal ☐			

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

1. Finance Advice:

This report seeks approval to accept, allocate and spend grant funding from the Department for Education and award the contract(s) necessary for the implementation of the Education Capital Programme in-line with the recommendations and maximum budget envelopes outlined in this report.

The total estimated cost of the capital proposals in this report are c£2.2m as set out in the Appendix I2 against the capital budget agreed by Cabinet in January 2022. The proposal in this paper utilises £124k of the capital contingency in the agreed budget (Appendix I1).

The revenue costs are estimated to be a maximum of c£40k per year and will be funded by contributions from the schools with any shortfalls and risks being managed through the Education General Fund budget.

Finance Business Partner: Andrew Osei, Interim Finance Business Partner, 24 January 2023

2. Legal Advice: The proposed variations should not breach UK procurement rules or the council's procurement procedures and will follow the 'Authority Change' process under the main project agreements, with the contractor (SPV) required to procure the works. As the capital expenditure under these changes exceeds £100k (for each project agreement) the council may have the option of requiring the SPV to seek competitive tenders in respect of the works. Legal services will advise and assist officers in respect of the changes required to the contractual arrangements. Financial advice may also be required if changes are required to the Base Case (financial model) in respect of OPEX.

Legal Team Leader: Husinara Jones, Team Manager, Solicitor, 24 January 2023

3. Implications on IT:

I can see no implications on IT in regards to this activity.

IT Team Leader: Gavin Arbuckle – Head of Service Improvement and Performance, 13 January 2023.

4. HR Advice: As the proposals are set out in the report, there are no current HR implications for Bristol City Council employees. However, once the proposals have been agreed and implementation plans are in place we may need to revisit the plans and assess the impact of any changes that may affect our employees.

HR Partner: Lorna Laing, HR Business Partner – People, 13 January 2023.

EDM Sign-off	Abi Gbago, Executive Director: Children and Education	25 January 2023
Cabinet Member sign-off	Councillor Asher Craig, Cabinet Member for Children's Services, Education and Equalities	27 January 2023

For Key Decisions - Mayor's Office sign-off		
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Appendix A – Further essential background / detail on the proposal	NO
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment See the Risk Assessment appended to the Cabinet Report dated 6 th September 2022 referred to in the Background documents.	NO
Appendix E – Equalities screening / impact assessment of proposal See the EqIA appended to the Cabinet Report dated 6 th September 2022 referred to in the Background documents.	NO
Appendix F – Eco Impact Checklist	NO
Appendix G – Financial Advice Ref Section 1 'Finance Advice' in table above – no additional information required.	NO
Appendix H – Legal Advice Ref Section 2 'Legal Advice' in table above – no additional information required.	NO
Appendix I – Exempt Information I1 – Secondary School Expansion – Forecast costs I2 - PFI – Estimated Design, Construction and OPEX costs	NO
Appendix J – HR advice Ref Section 4 'HR Advice' in table above – no additional information required.	NO
Appendix K – ICT Ref Section 3 'Implications on IT' in table above – no additional information required.	NO
Appendix L – Procurement Ref Section 5 'Procurement Advice' in table above – no additional information required.	NO

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 07 February 2022

TITLE	Adolescent Exploitation Prevention Service		
Ward(s)	All		
Author: Gail Rogers		Job title: Head of Service Children’s Commissioning	
Cabinet lead: Cllr Asher Craig		Executive Director lead: Abi Gbago Executive Director	
Proposal origin: BCC Staff			
Decision maker: Cabinet Member			
Decision forum: Cabinet			
Purpose of Report: 1. To seek approval to procure a Strategic Partner to deliver a specialist single adolescent exploitation prevention service model and statutory return home interviews for children and young people who have been reported missing from home or care to the Police. The partner will be procured on a seven-year basis (initial contract term of three years, with two options to extend for a further two years each time). Committed spend from Bristol City Council Core budgets will be £431,600 per year (£3.02m total) with an overall maximum contract value of £9.8m across the 7 years. The service will be jointly funded by South Gloucestershire Council, Health and the Office of the Police and Crime Commissioner (OPCC).			
Evidence Base: 1. Section 10 of the Children Act 2004 and section 17and 47 of the Children Act 1989, place a duty on the Local Authority to work with relevant partners / bodies to protect children and to take active steps to promote their well-being and prevent them from coming to harm, by: protecting children from maltreatment; preventing impairment of children’s health or development; ensuring that children are growing up in circumstances consistent with the provision of safe and effective care; and taking action to enable all children to have the best life chances. 2. The Local Authority also has a statutory duty to provide Return Home Interviews (called Missing Return Conversations in Bristol) under the Statutory guidance for children who run away or go missing. All children who go missing are required to be offered a Return Home Interview by a person independent of their care on every occasion they go missing. Return Home Interviews must be undertaken within 72hours of the children going missing. Many of these children are at risk of exploitation. 3. There are several exploitation services currently being delivered in Bristol through various arrangements. These services support approximately 500 young people per annum. The All-Party Parliamentary Group on Sexual Violence described the demand for specialist sexual violence and abuse services as “unprecedented” even before the COVID-19 pandemic; and we anticipate that demand for exploitation services could increase as a result of the cost-of-living crisis and increases in poverty, which evidence shows provide the context of increased rates of crime and exploitation. As such, a review has been undertaken around current arrangements and capacity, to inform strategic planning and enable delivery of effective services to meet children and families’ needs. 4. The number of children reported missing fluctuates quarter to quarter and we need a service that can respond to this fluctuating demand. However, demand in relation to the number of reported missing episodes each financial year is remarkably stable. Over the last two and a half years there is an annual average of 1,264 missing episodes for children in Bristol each requiring a statutory Return Home Interview.			

5. The recently published Independent Inquiry into Child Sexual Abuse (See background paper) recommends the introduction of a national guarantee to enable child victims of sexual abuse to access specialist support in a timely way. It recognises that recent research shows that early interventions are effective at reducing the impact of child sexual abuse and preventing significant mental health problems in later life, and conversely, delayed or inadequate support can have serious consequences, such as physical or mental health issues, dependency issues, or antisocial or criminal behaviours. The report states that as well as simplifying access to support services for all victims and survivors, there is an urgent need to provide specialist therapeutic support for children who have experienced sexual abuse.
6. The review and subsequent service design is informed by a research project that has been undertaken in collaboration with Barnardo's, who have over 26 years' experience working with exploited children and young people in Bristol.
7. The research recommends that we will benefit from a move away from the existing separate arrangements to a more coherent holistic offer. To take this forward, we will externally commission a strategic partner to deliver a specialist single exploitation service model that meets the needs of children, young people and families who are at risk of / have experienced high levels of extrafamilial harm, exploitation (including CSE and CCE) and/or effected by violence, to prevent further harm.
8. Bristol have tried multiple approaches to delivering the Return Home Interview service. In September 2018 Ofsted identified this as one of our six priority areas for improvement. While initiatives since 2018 have made improvements these have not been sustained and analysis has demonstrated that this is due to vulnerability linked to a dispersed delivery model. We are therefore recommending the establishment of a return home interview offer embedded within our independent specialist exploitation service.
9. The service will mainly be aimed at adolescents but will be available up to age 25. Having one partner will foster trusted relationships between young people and their workers. The workers will be supported by relevant wider multi-agency professionals to meet young people's holistic needs, e.g., health, substance abuse, employability, education, housing, criminal justice system. The staffing structure will be determined by the successful provider's bid and model. The expectation is that the model will be trialled, tested and developed throughout the life of the strategic partnership.
10. The service will be part of a broader fabric of delivery around preventing violence and will link into our wider preventing violence strategy.
11. The service will link in with supporting families and ensure that support for young people from ethnic minoritised backgrounds are supported. The service will take an intersectional lens and address disproportionality.
12. We will run a full open tender to procure a strategic partner, via a single provider framework contract, on a seven-year basis (initial contract term of three years with two options to extend for a further two). Part of the tender process will be around added value that the partner can bring to the city, as such the model should build additional capacity and drive forward developments in this area.
13. South Gloucestershire Council (SGC) will also be named on the contract and intend to use the service to meet the needs of their young people being sexually exploited. Available transport links mean it is generally easier for South Gloucestershire young people to get to Bristol city centre, than it is to cross the authority area, and where these young people have been significantly exploited, most of this has taken place in the Bristol area. SGC is therefore a natural partner for us to work together with, to address cross boundary issues.
14. A maximum contract value will be set at £9.8m across seven years, with the total committed BCC spend at £3.02m (£431k per annum). Bristol City Council's financial contribution will come from the General Fund and Public Health Grant. Additional funding will come from Health, the OPCC, South Gloucestershire Council and income from Grant funding.
15. It is expected the spend from all partners will be in the region of £6.3m across the seven years, however, as we intend to commission via a single provider framework, for procurement purposes only we are proposing to set a maximum contract value of £9.8m. This is because we must set a maximum contract price under procurement regulations, however in using a framework contract there is no obligation to spend to that level as a framework does not itself commit either party to purchase. In setting an increased upper contract limit, it provides maximum flexibility to utilise this arrangement with the successful provider should we attract additional grant funding, or increased funding from partners. Any proposed Bristol City Council spend above the committed value of £431,600 per annum will go back through the appropriate approval pathways.
16. We want the partnership to have the ability to respond to emerging needs. As part of the new service model,

it is expected that our partner will respond to new funding opportunities to bring in additional funding / capacity. Therefore we also seek approval for any subsequent contract variations across the life of the contract to be delegated to the Executive Director for Children's Services. This will enable quick responses to emerging needs and ensure this is procured in line with regulations.

Cabinet Member / Officer Recommendations:

That Cabinet:

1. Authorise the Executive Director People in consultation with Cabinet Member for Children, Education and Equalities to procure and award the contract(s) necessary for the implementation of a specialist single adolescent exploitation prevention service including Return Home Interview Service for 3 + 2 + 2 years, in-line with the procurement routes and maximum budget envelopes outlined in this report.
2. Authorise the Executive Director People to invoke any subsequent extensions/variations specifically defined in the contract(s) being awarded, up to the maximum budget envelope outlined in this report.

Corporate Strategy alignment:

1. Children and Young People – Child Friendly City - The service will help to keep children and young people safe from and supported to overcome violence, abuse, and other adverse childhood experiences, whatever the circumstances of their birth.
2. Health, Care and Well-being The service will contribute to helping tackle the causes of poor mental health and wellbeing such as adverse childhood experiences and trauma.

City Benefits:

1. This service will improve outcomes for children and young people and their families by protecting children from exploitation, violence and harm. Children and young people will be supported and connected to relevant support services which has a positive impact on health and social development / transition not adulthood.

Consultation Details:

1. The service has been codesigned through engagement with a range of young people, professionals and community / youth groups. The expectation is that the model will be trialled, tested and developed throughout the life of the strategic partnership in consultation with service users and professionals.

Background Documents:

Research Project – this will be available once formally published

[The Report of the Independent Inquiry into Child Sexual Abuse | IICSA Independent Inquiry into Child Sexual Abuse](#)

[H.3: Improving support services | IICSA Independent Inquiry into Child Sexual Abuse](#)

[Statutory guidance on children who run away or go missing](#)

Revenue Cost	£3.02m BCC Contribution over 7 years (£431,600 per year).	Source of Revenue Funding	Bristol City Council General Fund, Public Health Grant and Serious Youth Violence Funding.
Capital Cost	£0	Source of Capital Funding	N/A
One off cost ☐ Ongoing cost ☒		Saving Proposal ☐ Income generation proposal ☐	

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

1. Finance Advice: This report seeks approval to procure a strategic partner to deliver a specialist single adolescent

exploitation service model. The partner will be procured on a seven year basis (initial contract term of three years, with two options to extend for a further two), at maximum contract value of £9.8m across the 7 years.

This service will be jointly funded by Bristol City Council, South Gloucestershire Council, Bristol North Somerset and South Gloucestershire Integrated Care Board (BNSSG ICB) and the Office of Police and Crime Commissioner.

The Bristol City Council contribution per annum will be £431,600 to be funded from the General Fund budgets and Public Health Grant (c£50,000).

Finance Business Partner Andrew Osei, Finance Business Partner, 19/01/2023

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.

Legal Team Leader: Husinara Jones, Team Manager/Solicitor 14/12/2022

3. Implications on IT: IT support this proposal and are keen to be engaged, when necessary, as I.T. for this type of partner working can be challenging.

IT Team Leader: Alex Simpson – Senior Solution Architect 13/12/2022

4. HR Advice: This report seeks approval to contract a partner to deliver an adolescent exploitation service including return home interviews. The procurement route could trigger TUPE for existing internal BCC employees who work in the service. Once Cabinet have made a decision further work will need to be done to establish whether TUPE will apply and to ensure the process is followed in accordance with the Councils internal policies.

HR Partner: Lorna Laing, HR Business Partner, 13/12/2022

EDM Sign-off	Hugh Evans	14/12/22
Cabinet Member sign-off	Cllr Asher Craig	14/12/22
For Key Decisions - Mayor's Office sign-off	Mayor's Office	13/01/23

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

Equality Impact Assessment [version 2.9]



Title: Strategic Partner – Adolescent Exploitation Service	
☐ Policy ☐ Strategy ☐ Function ☒ Service ☐ Other [please state]	☒ New ☐ Already exists / review ☐ Changing
Directorate: Children, Families and Safer Communities	Lead Officer name: Hannah Gillett
Service Area: Strategic Commissioning	Lead Officer role: Senior Commissioning Manager

Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](https://sharepoint.com/EqualityImpactAssessments(EqIA)).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use [plain English](#), avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

Procure a Strategic Partner to deliver a specialist single adolescent exploitation service model to meet the needs of children, young people (up to 25) and their families who are at risk of / have experienced high levels of extrafamilial harm, exploitation (including Child Sexual Exploitation and Child Criminal Exploitation) and/or effected by violence, to prevent further harm.

There are several exploitation services currently being delivered in Bristol through various arrangements. These services support approximately 500 per annum. We anticipate that demand for exploitation services could increase as a result of the cost of living challenges and increases in poverty which evidence shows provide the context of increased rates of crime and exploitation. As such, review has been undertaken around current arrangements and capacity, to inform strategic planning and enable delivery of effective services to meet children and families' needs.

The review and subsequent service design is informed by a research project that has been undertaken in collaboration with Barnardo's, who have over 26 years' experience working with exploited children and young people in Bristol.

The research recommends that we will benefit from a move away from the existing separate arrangements to a more coherent holistic offer. To take this forward, we will externally commission a strategic partner. The service will mainly be aimed at adolescents but will be available up to age 25. Having one partner will foster trusted relationships between young people and their workers. The workers will be supported by relevant wider multi-agency professionals to meet young people's holistic needs, e.g., health, substance abuse, employability, education, housing, criminal justice system.

1.2 Who will the proposal have the potential to affect?

☐ Bristol City Council workforce	☒ Service users	☐ The wider community
☒ Commissioned services	☐ City partners / Stakeholder organisations	
Additional comments:		

1.3 Will the proposal have an equality impact?

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

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

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

☒ Yes	☐ No	[please select]
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Step 2: What information do we have?

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

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

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

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

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

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
BCC Insight, Performance and Intelligence (2021). The Population of Bristol September 2021	Bristol Population: The mid-2020 population of Bristol is estimated to be 465,900 with children making up 85,700 of this total (18.4% of the total population). This means almost 1 in every five people living in Bristol is under the age of 16, with the age profile by ward varying significantly. There are 167,035 children and young people aged 0-25 in Bristol. Based on the figures above, this is over a third of the total Bristol

	population.
Office for National Statistics (ONS) 2018: based population projections	Between 2010 and 2020 the number of children living in Bristol increased by 8,900 (11.6%), higher than the England and Wales increase of 8.6%. The increase has been largely amongst primary school aged children, with the number of 5 - 11-year-olds increasing by 25% over the decade. The trends reflect the substantial increase in numbers of births in Bristol in recent years, although the number of births is now falling.
Child population diversity From JSNA Health and Wellbeing Profile 2020/21	Bristol's child population is increasingly ethnically diverse. 28% of Bristol children (under 16) belong to a Black, Asian and minority ethnic/ethnicity group (2011 Census), compared to the wider Bristol population average of 16% Black, Asian and minority ethnic/ethnicity. Using the alternative definition of diversity, 32% of children belong to the non-'White British' population, compared to the Bristol population average of 22%. Ethnic diversity varies considerably across the city; 53% of children under 16 in the Inner City & East are Black, Asian and minority ethnic/ethnicity, compared with 21% in North & West and 13% in South Bristol. By ward, the figure ranges from 4% Black, Asian and minority ethnic/ethnicity in Bishopsworth to 60% in Lawrence Hill.
Bristol City Council – Insight Bristol Bristol Child Sexual Exploitation (CSE): Localities Report	Risk of Child Sexual Exploitation is spread across the city. Out of the 358 children at risk of CSE, 43% of them live in South Bristol, 30% live in East Central and 27% live in the North. The Bristol South cohort is the least diverse in regards to ethnicity, with 80% of children identified as White British. East Central has the most diverse cohort with 48% White British, and 9% White and Black Caribbean. Of the cohort of 358 children at risk of CSE across Bristol, almost 60% are female, 85% are over the age of 15, 66.5% are White British and 5% White Black Caribbean.
Bristol City Council – Insight Bristol Bristol Child Criminal Exploitation (CCE): Localities Report	• Out of the 260 children that were identified as at risk of CCE, 41% live in East Central; the most prevalent wards being Easton (20 children) and Ashley (19 children). • The ward with the highest number of children at risk of CCE overall is Withywood (26 children) in Hartcliffe, which is in South Bristol. • 76% of the children most at risk of CCE are male, with 54% aged 17-18. 51% are White British, 29% are recorded as Null or with the category as Other, 5% Black and White Caribbean • As to be expected, the number of older children at risk of CCE is greater than younger children. However, the 10% that are under the age of 15 are classed as an emerging risk cohort.

Additional comments:	

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

- | | | |
|---|--|--|
| ☒ Age | ☐ Disability | ☐ Gender Reassignment |
| ☐ Marriage and Civil Partnership | ☐ Pregnancy/Maternity | ☒ Race |
| ☐ Religion or Belief | ☒ Sex | ☐ Sexual Orientation |

2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps, then state this clearly with a justification.

For workforce related proposals all relevant characteristics may not be included in HR diversity reporting (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require an action to address under-reporting.

2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this had been of Bristol's diverse communities. See <https://www.bristol.gov.uk/people-communities/equalities-groups>.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to [Managing change or restructure \(sharepoint.com\)](#) for advice on consulting with employees etc. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups and trades unions as well as affected staff.

The service has been codesigned through engagement with a range of young people with lived experience, professionals and community / youth groups. A full research report is due to be published soon.
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2.5 How will engagement with stakeholders continue?

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

The expectation is that the model will be trialled, tested and developed throughout the life of the strategic partnership in consultation with service users and professionals.

Step 3: Who might the proposal impact?

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

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

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

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

GENERAL COMMENTS (highlight any potential issues that might impact all or many groups)	
No adverse impacts expected – development of a strategic partner should increase capacity and reach. Please see section 3.2 below for details on how we will ensure that the service meets the particular intersectional needs of young people on the basis of their protected and other relevant characteristics.	
PROTECTED CHARACTERISTICS	
Age: Young People	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Age: Older People	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Disability	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Sex	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Race	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Carers	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Other groups [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g.	

Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	
Mitigations:	

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

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

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

The service will have positive benefits for young people. Initial research findings show that professionals and young people believe current thresholds for specialist services are too high. Currently referrals are only made after harm has occurred and been disclosed and there is relatively little intervention when there are warning signs of harm. The evidence tells us that there are significant barriers to children making disclosures of exploitation and that services should be responding earlier. Silos between services abuse types eg CSE/CCE/Radicalisation have contributed to this as young people have fallen between the criteria of different services.

Therefore, a recommendation for the new model is to increase capacity and embed the service referral pathway alongside the social care and police front door to enable more rapid interventions, to support young people earlier to prevent significant harm.

We will also expect providers to develop a model that responds to young people's feedback about needing services in the early evening and weekends. Thus increasing the services reach and positively impacting young people.

A key recommendation from the research project that is informing the design for the new service, is that it should take an intersectional lens and address disproportionality and a race equity advisor has been involved in the research and helping to embed this within the referrals and review processes. We will assess tender bids against this.

A holistic approach and greater collaboration across different agencies will be taken in order to address disproportionality in the system. Most successful approaches are those which view the child as a whole person, consider the role of the intersectional factors, seek to address the often multiple vulnerabilities of the child/young person, tailored to meet specific needs of the child and family, and work within communities to establish trust

The service model will be required to:

- Understand the intersectional lens: trusted professionals need to be aware of how different factors interplay and impact a young person. For example, considers how a young black disabled woman from an LGBTQ+ community is supported by a service.
- Have a diverse team both in terms of workers delivering interventions with young people but also ensuring representation at the management/decision making level

- Adopt a 'cultural humility' stance: creating a service and working culture that allows staff to express any lack of knowledge on certain communities, and willingness to learn and increase cultural understanding
- Build relationships with diverse communities and grassroots workers / organisations to listen and learn about exploitation issues that may be occurring

Step 4: Impact

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

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

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

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

No significant negative impacts identified.

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

Increased reach and capacity within services.
Intersectional lens to be taken.
Diverse staff team and links with diverse communities.

4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale

4.3 How will the impact of your proposal and actions be measured?

How will you know if you have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective your approach is still appropriate.

The service will run with a constant review cycle, service user voice will be central to this and driving forward developments. Extensive engagement with young people has already been undertaken as part of the research and it is expected this will be embedded into the service. In addition, it will be a contractual requirement of strategic partner to provide service user feedback through monitoring processes.

Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities

impact of the proposal. Please seek feedback and review from the Equality and Inclusion Team before requesting sign off from your Director¹.

Equality and Inclusion Team Review: <i>Reviewed by Equality and Inclusion Team</i>	Director Sign-Off: Fiona Tudge
Date: 28/9/2022	Date: 29/9/2022

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

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 07 February 2023

TITLE	Youth Services Grant Funding Model
Ward(s)	All
Author: Gail Rogers	Job title: Head of Service Children's Commissioning
Cabinet lead: Cllr Asher Craig	Executive Director lead: Abi Gbago, Executive Director Children and Families
Proposal origin: BCC Staff	
Decision maker: Cabinet Member Decision forum: Cabinet	
Purpose of Report: To seek approval for the proposed approach to the development and grant funding of youth services within Bristol across the next 7 years, an extension to the current commissioned service until 30 th September 2023 and to create a Career Coaching function as part of Post 16 Participation Team. 1.	
Evidence Base: 1. We have a statutory duty under Section 507B, Education Act 1996 to secure, so far as is reasonably practicable, sufficient provision of educational and recreational leisure-time activities for young people which are for the improvement of their well-being, and sufficient facilities for such activities. Currently we deliver youth services via our Targeted Youth Services Contract which expires in May 2023. 2. We also have a statutory duty under the Education and Skills Act 2008 to support and promote effective participation of young people in education, employment, and training (EET) up to the age of 18 (or up to 25 for young people with special educational needs and disability (SEND)). Local Authorities must also make tracking arrangements to identify 16- and 17-year-olds who are not participating in education, employment, or training or who are at risk of dropping out of learning, in order to offer support as soon as possible. Currently we provide EET services to meet this duty through both internal services and the Targeted Youth Services Contract. 3. Our vision is for youth services to be local, diverse, flexible, skilled and supported. We want to work alongside and not above the VCSE, with a governance and model that is as equitable as the provision that is delivered for children and young people. The youth sector has created a strong alliance over the last three years, and has developed a clear strategy setting out ambitions for the future. This is the framework that enables a new approach and one that we can see evolving to ensure that the sector is sustainable. 4. We know that Bristol's Youth Services provide excellent value for money and the recent UK Youth and Frontier Economics' report, Untapped: The economic value of youth work, highlights that the wider societal benefits of investment in youth work are high to very high, with a return on investment of between £3.20 and £6.40 for every £1 invested. 5. Moving forward, we are proposing a grants funding approach in partnership with the youth sector. We have worked with the sector through a series of workshops to co-produce a governance and structure through which we will jointly fund youth work. Grants will be issued for up to seven years through three area	

partnerships and to an area plan outlining priority need. Providers will need to be involved in the area plans to bid for funding in order to encourage collaboration. Sitting outside of the area plans at the moment, we plan to ringfence some funding to deliver work with Unaccompanied Asylum Seekers and Refugees.

6. The EET services which are currently delivered by the TYS contract will move back in-house, at a cost of £200,000 taken from the existing youth services budget, with staff potentially eligible to TUPE into our post-16 team. Bristol still shows performance below the national and statistical neighbour average, and we recognise a need to use resources differently to improve post-16 performance and to improve outcomes for young people who are at risk of NEET and those who are disengaged from education, employment, and training.
7. We are proposing a direct award to extend current arrangement until 30 September 2023. This will enable us to award grants in April and to bridge the transition with existing services to protect young people from a sudden change in arrangements. It additionally helps CYN to know the scale of their future service compared with scale now so that they can work with their staff to support them moving within the sector. BCC will also support this through a One City recruitment fayre because we recognise the skills within this staff group and would want to help retain them for Bristol children and families.
8. The total budget for the youth services for 2023/24 will be £1.42m. Of which, £321k will fund the end of the current contracts (to end May), £440k will be spent on the four-month extension; and £664k will be spent on the new grants from September onwards. The youth services grants budget will reduce to £1.03m for 2024/25 and to £625k from 2025/26 onwards when £400k moves to fund the revenue contribution to the Youth Zone. The Youth Zone will bring in 70% match funding through philanthropic giving, bringing an additional £900,000 to our £400,000 revenue investment. This will generate significantly more funding for the sector as a whole and therefore benefitting more young people. The Youth Zone itself will deliver primarily universal services, but acts as a front door for young people who require higher level services. Through strong join up with Youth Moves who will manage the Youth Zone, and join up with the TYS area plan for the South, we will significantly increase available provision in an area characterised by poor outcomes.
9. Public Health has confirmed that they will commission a separate drugs and alcohol support service for children and young people under a wider 'drugs and alcohol' strategy remit. Commissioned delivery will align to the new Youth Service model and no funding will be used from the YS budget for this delivery. This effectively increases youth services budget by around £145,000 as the budget previously paid for a specialist service.
10. Moving to a grants approach will enable us to work with the sector to support and bolster a variety of youth services that are already working and well embedded within Bristol. This aligns with our One City Plan and Belonging Strategy, with a focus on creating a whole, interrelated system where we understand and utilise the totality of resource that makes up our wider economy and where we create the best opportunities and outcomes by working together. This approach will develop a strong alliance across the sector to build capacity. Using this approach, the project is linking in with the Public Health Innovation fund and colleagues within the Community Resources team, to explore opportunities to align work on grants, using cross service working to maximise resource available.
11. The grants approach and collaboration also reflects our single joint ambition around developing quality standards and outcomes across the sector, working together to ensure that high quality youth provision is available across the city for all young people and with a shared understanding of impact and quality using national best practice.

Cabinet Member / Officer Recommendations:

That Cabinet

1. Approve our approach to the development and grant funding of youth services within Bristol across the next 7 years at a cost of £5.5m.
2. Approve the creation of a Career Coaching function as part of Post 16 Participation Team from June 2023.

3. Authorise the Executive Director Children and Families to take all steps required:-
 - to extend the current Targeted Youth Services contracts until 30th September 2023 at a cost of up to £440k for 4 months.
 - Create the Career Coaching function at a cost of up to £200k per annum for 7 years.
 - To agree grant terms and enter into grant agreements to award grants for youth services across the next 7 years at a total cost of £4.81m.

Corporate Strategy alignment:

1. CYP1 - 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.” Community and social connectedness are essential to good health and wellbeing, youth services will provide children and young people with opportunities to learn, to play, be active, and build relationships to develop their personal and social skills. Youth services also provide a safe space within communities for children and young people to enjoy.

City Benefits:

1. In providing a safe space and set of services for children and young people to learn, be active and develop positive relationships this will help support a reduction in risk of youth and adult offending and reduce the risk of young people becoming NEET (not in education, employment, or training). The service will also help to support the health, safety and wellbeing of children and young people through trusted relationships.

Consultation Details:

1. Internal stakeholders have been consulted on proposals and a series of conversations and workshops took place with the youth sector. Children and Young people are integral to the sector conversations and will play a leadership and management role within the new governance structures.
2. Current referral agencies have been consulted as to what is crucial to remain within a new Youth Service model, including CAMHS, School, FiF, Social Care, YOT and current delivery staff etc as well as the Union.
3. The Youth Council co-facilitated a Youth Conference in June to discuss these initial proposals and captured the views of young people which helped us to further shape and develop youth services. In addition to this, young people will play a leadership and management role within the new governance structures.

Background Documents:

[Belonging Strategy – Belonging in the Community](#)

Revenue Cost	£5.22m total across 7 years. (incl. £3.82m in Grants and £1.4m for EET)	Source of Revenue Funding	Targeted Support- Commissioned Services
Capital Cost	N/A	Source of Capital Funding	N/A
One off cost ☐ Ongoing cost ☒		Saving Proposal ☐ Income generation proposal ☐	

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

1. Finance Advice: The total value of grants awarded will be limited to the agreed service budget (currently £2.025m). Current contracts will be due to end in May 2023, committing 2 months of the 2022/23 financial year. A further 4-month extension is sought, at a cost of £0.44m to bring existing contracts to September 2023. In addition, £0.2m is to be allocated to the EET service from 2023/24.

The Medium-Term Financial Plan, has new budget saving proposals against this budget for 2023/24 and 2024/25 (subject to approval). From 2025/26, this budget will also fund the revenue contribution to the Youth Zone as described in the report. The budget available for grants will be limited to £0.63m from 2025/26 in order not to present additional financial burdens.

Service/Budget	Specifics	2022/23	Year							Totals
			2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
			£000	£000	£000	£000	£000	£000	£000	
Youth Services	End of current contract (to 31st May 2023)		321	0	0	0	0	0	0	£321
	Extension (1st June - 30th Sept 2023)		440	0	0	0	0	0	0	£440
	Grants		664	1025	625	625	625	625	625	£4,814
	Youth Zone		0	0	400	400	400	400	400	£2,000
	Total youth pot	£2,025	£1,425	£1,025	£1,025	£1,025	£1,025	£1,025	£1,025	£7,575
EET funding	Education Budget		200	200	200	200	200	200	200	£1,400
Public Health	PH Budget Funding		140	140	140	140	140	140	140	£980
Total		£2,025	£1,765	£1,365	£1,365	£1,365	£1,365	£1,365	£1,365	£9,955

Finance Business Partner: Andrew Osei, Finance Business Partner, 19/01/2023

2. Legal Advice: The Council should ensure that if it decides to provide grant funding towards services outlined in this report it must ensure that the grant terms are sufficiently robust. Legal Services will advise and assist in relation to this.

Public Sector Equality Duty

The Public Sector Equality duty requires Cabinet to consider the need to promote equality for persons with “protected characteristics” and to have due regard to the need to i) eliminate discrimination, harassment, and victimisation; ii) advance equality of opportunity; and iii) foster good relations between persons who share a relevant protected characteristic and those who do not share it. The Equalities Impact Assessment is designed to help assess whether there are any barriers in place that may prevent people with a protected characteristic using a service or benefiting from a policy. The decision maker must take into consideration the information in the assessments when reaching its decision.

Legal Team Leader: Husinara Jones, Team Leader/Solicitor 29/12/2022.

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

IT Team Leader: Alex Simpson, Senior Solutions Architect, 04/12/2022

4. HR Advice:

There are significant HR issues arising from this report in respect of a possible Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) of a service into the council to create an in-house Career Coaching service which is currently commissioned from CYN by Bristol City Council. The TUPE could possibly apply to six employees of CYN. If it is agreed to bring this service in-house then we would follow the TUPE process and work closely with the current employer to ensure minimal disruption to the employees and would be in full consultation with their trades union representatives as appropriate. It is currently unclear what the possible financial liability to the council could be going forward as we don't yet have all the relevant information or data required. However, discussions have begun with CYN and will be able to provide this information as plans develop.

HR Partner: Lorna Laing, HR Business Partner, 26/01/2023

EDM Sign-off	Hugh Evans	16/11/22
Cabinet Member sign-off	Cllr Asher Craig	28/11/22
For Key Decisions - Mayor's Office sign-off	Mayor's Officer	20/01/23

Appendix A – Further essential background / detail on the proposal	NO
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO

Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	No
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

Equality Impact Assessment [version 2.10]

Title: Bristol Youth Service – Grant Scheme	
☐ Policy ☐ Strategy ☐ Function ☒ Service ☐ Other [please state]	☐ New ☐ Already exists / review ☒ Changing
Directorate: People	Lead Officer name: Mark Lee
Service Area: Commissioning	Lead Officer role: Commissioning Manager

Step 1: What do we want to do?

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This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

Bristol City Council proposes to work in partnership with the youth and play sector to develop and deliver a youth and play offer for Bristol. This is a change in approach as currently BCC has three procured contracts held by Creative Youth Network to deliver youth services. The current service supports young people aged 11 to 19 years (or up to 25 for care leavers/ 24 for young people with learning difficulties). The new proposal will be expanded to include young people aged 8 – 19.

We propose to move to a grant based collaborative model. This new Youth Service will be delivered by Youth and Play organisations based within the VCSE, across Bristol, steered by our Families in Focus Teams Senior Practitioners (JNC Youth Workers) and funded through a grants scheme managed by BCC.

This process has been supported by a 12-month co-production process with our partners from the VCSE sector including organisations from the Youth Alliance and the Bristol Play Forum.

We have established a governance model that is responding to our desire to:

- jointly fund youth and play work across Bristol in line with the Belonging Strategy and One City Plan
- develop a strong partnership across the sector to build capacity
- fulfil our statutory duty to provide positive activities to children and young people
- offer youth and play services that are local, diverse, culturally aware, trauma informed, flexible, skilled and supported.
- work alongside the VCSE to ensure our governance and model is as equitable as the provision that is delivered for children and young people.
- support a variety of youth and play services that are already working well and are embedded within Bristol communities.

- create a whole, interrelated system where we understand and utilise the totality of resource that makes up our wider economy and where we create the best opportunities and outcomes by working together.
- develop quality standards and outcomes across the sector, working together to ensure that high quality youth and play provision is available across the city for all young people.
- link with the Public Health Innovation fund and colleagues within the Community Resources team, explore opportunities to align work on grants, using cross service working to maximise resource available.

Reasons for change from the current Targeted Youth Service model:

- The current three externally commissioned contracts are coming to an end in September 2023.
- There is a reduced BCC budget which has encouraged us to proactively forge this partnership with VCSE organisations to jointly fund Bristol wide play and youth settings in local communities. It is important to emphasise that the VCSE has additional funding opportunities available.
- To respond to the changed need of children and young people especially after the pandemic asking for and requiring safe local spaces and peer communities for them to address their experienced adversities and feel a sense of belonging. Somewhere, where they will find inspiration, acceptance and the help they need.
- To support the VCS youth and play organisation to become more sustainable through proactive partnership working and pooling of resources.
- This development will work alongside the development of the Youth Zone in South Bristol.

1.2 Who will the proposal have the potential to affect?

☐ Bristol City Council workforce	☒ Service users	☒ The wider community
☒ Commissioned services	☒ City partners / Stakeholder organisations	

1.3 Will the proposal have an equality impact?

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

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

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

☒ Yes	☐ No	[please select]
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The proposal has increased its age range which will have a positive impact on children and young people.

The proposed changes will need to be carefully managed so that it does not have a detrimental impact on CYP across Bristol, in particular groups with protective characteristics.

We have created a governance structure to support the implementation of this process, this will include representation from children and young people plus organisations that champion CYP from protective characteristic groups and vulnerable groups.

Step 2: What information do we have?

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

Please use this section to demonstrate an understanding of who could be affected by the proposal. Include general population data where appropriate, and information about people who will be affected with particular reference to protected and other relevant characteristics: [How we measure equality and diversity \(bristol.gov.uk\)](https://bristol.gov.uk/how-we-measure-equality-and-diversity)

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

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

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

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
Needs Analysis, which includes data from: The population of Bristol New wards: data profiles Ward Profiles - Power BI tool 2011 Census Key Statistics About Equalities Communities Schools, pupils and their characteristics : January 2021 - GOV.UK	• The changes in population and age profile across the city will have service delivery implications and will affect certain areas more than others and this should be considered when planning services. • There is significant variation in population diversity across the city, so the challenge will need to be inclusive and to enable choice and availability of services where it is needed most. • With concentrations of particular ethnic groups and diverse populations in certain areas of the city, a city-wide/universal approach to provision may not be appropriate for all services. A targeted or tailored provision for particular populations may be necessary. • Services need to be aware of the particular support needs for some groups, for example young carers, refugees and asylum seekers, young people of ethnic minorities and LGBTQ+ young people. • There are many young people who are carers but are not identified. Being a carer can impact on a range of health, wellbeing and educational outcomes.

(www.gov.uk)																			
According to the Bristol Locality Health Profile 2022:	- As we saw during the uprisings of 2020 and prior, race does matter. Race matters because systemic racism exists. Racial inequalities exist. Unconscious bias exists which all impact on the health, wellbeing and attainment of Black, Asian and minoritised ethnic young people. However, this is not limited to race. - Representation can serve as opportunities for minoritized people to find community support, validation but also as a way of raising aspirations. If young people don't see themselves represented in the community structures around them, or in positions of power, how do they know that these opportunities are available for them? - For Children and Young People involved in youth work, representation is about being relatable, having a deep understanding of lived experience and about supporting cultural identity. Strong cultural identity has been shown to improve social well-being, mental health resilience and can help ease trauma. It is tremendously important to have representatives from Black, Asian and minoritised ethnic backgrounds, Young Carers, Disabled young people with special educational needs, individuals from varied socio-economic backgrounds, members of the LGBTQIA community – and have them leading change in their own communities. Representation also benefits the workplace in a variety of ways: - Diversity in an organisation's workforce as well as upper management positions fosters representation. Having diversity in multi-hierarchical levels of an organisation nurtures a deeper understanding and compassion beyond the limits of job roles. - Organisations representing diverse communities can help offer a better understanding of their needs and pain points. With an array of perspectives, organisations can take steps to improve their existing offers and develop new ones. - With a wide variety of talent, organisations also gain access to more innovative ideas, perspectives, and solutions. When an organisation puts importance on representation, they can promote these differences as strengths that can help everyone achieve their goal.																		
Targeted Youth Services Monitoring Data	Figures taken from Jun 2021 – May 2022 <table><tr><th>Number of young people supported</th><th>1-1 Support</th></tr><tr><td>City Centre</td><td>44</td></tr><tr><td>East Central</td><td>1003</td></tr><tr><td>North</td><td>1084</td></tr><tr><td>South</td><td>1270</td></tr><tr><td>Total</td><td>3401</td></tr></table> Demographic Information for CYP in receipt of 1-2-1 Support <table><tr><th>Characteristics of YP</th><th>1-2-1 Support</th><th>Percentage</th></tr><tr><td>Disabled</td><td>236</td><td>7%</td></tr></table>	Number of young people supported	1-1 Support	City Centre	44	East Central	1003	North	1084	South	1270	Total	3401	Characteristics of YP	1-2-1 Support	Percentage	Disabled	236	7%
Number of young people supported	1-1 Support																		
City Centre	44																		
East Central	1003																		
North	1084																		
South	1270																		
Total	3401																		
Characteristics of YP	1-2-1 Support	Percentage																	
Disabled	236	7%																	

Young carer	127	4%
CP plan	26	1%
Looked after	87	3%
Care leaver	45	1%

Age	Total	Percentage
11	15	0%
12	174	5%
13	362	11%
14	369	11%
15	466	14%
16	425	12%
17	691	20%
18	695	20%
19	153	4%
20	34	1%
21	6	0%
22	3	0%
23	5	0%
24	1	0%
25	2	0%
Grand Total	3401	

Gender	Total	Percentage
Female	1634	48%
Male	1761	52%
Unknown	6	0%
Grand Total	3401	

Ethnicity	Total	Percentage
Asian	137	4%
Black	272	8%
Mixed	386	11%
Other	237	7%
White	2369	70%
Grand Total	3401	

Ethnicity	Total
Asian	137
Any Other Asian Background	24
Bangladeshi	19
Indian	19
Pakistani	75
Black	272
Any Other Black Background	50
Bac - Jamaica	3
Black - Somali	8
Black - African	23
Black - Eritrean	2
Black - Gambian	2
Black - Sudanese	2
Black Caribbean	5
Black European	1
Black/ Black British -Somali	63
Caribbean	99
Other Black African	14
Mixed	386
Any Other Mixed Background	74

	Dual + Asian & Black	1
	Dual + Asian & Other Ethnicity	1
	Dual + Black & Other Ethnicity	5
	Dual + White & Black Asian	1
	Other Mixed Background	12
	White and Any Other Asian Background	3
	White and any other Ethnic Group	4
	White and Asian	32
	White and Black African	45
	White and Black Caribbean	208
	Other	237
	Afghan	23
	Any Other Ethnic Group	35
	Arab Other	4
	Chinese	4
	Egyptian	1
	Information Not Yet Obtained	49
	Iranian	1
	Iraqi	2
	Kurdish	5
	Refused	4
	(blank)	109
	White	2369
	Any Other White Background	46
	Gypsy	7
	Portuguese	1
	Roma	1
	Traveller of Irish Heritage	8
	Turkish	1

White - Albanian	2
White - English	51
White - Polish	6
White British	2146
White Eastern European	37
White European	3
White Irish	11
White Other	24
White Western European	25
Grand Total	3401

Disabled	Total	Percentage
No	3080	91%
Yes	307	9%
(blank)	14	0%
Grand Total	3401	100%

SEND	Total	Percentage
Education, Health and Care Plan	455	13%
No Special Educational Need	2293	67%
SEN Support	653	19%
Grand Total	3401	100%

Targeted Group and Open Access Support

Please note not all sessions would collect demographic information, in particular open access.

Young People Supported

Area	July - Sept 2021	Oct - Dec 2021	Jan - Mar 2022	Apr - Jun 2022
East Central	382	295	285	361
North	151	176	225	339

South	312	380	234	254
The Station	157	148	162	195
Grand Total	1002	999	906	1149

Asylum Seekers and Refugee Provision at The Station

Session	July - Sept 2021	Oct - Dec 2021	Jan - Mar 2022	Apr - Jun 2022
Refugee & Asylum Seeker Group Thursday	72	62	79	73
Refugee & Asylum Seeker Group Wed	47	53	83	111
Station Refugees & Asylum Young Leaders	13			11

Gender

	July - Sept 2021		Oct - Dec 2021		Jan - Mar 2022		Apr - Jun 2022	
Area	Male	Female	Male	Female	Male	Female	Male	Female
East Central	207	78	126	59	177	96	223	122
North	108	64	94	54	139	79	214	112
South	153	208	132	168	101	125	120	124
The Station	117	25	116	37	147	15	160	21
Grand Total	585	375	468	318	564	315	717	379

% Gender Sample: July - Sept 2021

Area	Male		Female		Total
East Central	207	73%	78	27%	285
North	108	63%	64	37%	172
South	153	42%	208	58%	361
The Station	117	82%	25	18%	142

Grand Total	585	61%	375	39%	960
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Significantly higher rate of male service users recorded in North and East Central

SEND

Area	Oct - Dec 2021	July - Sept 2021	Jan - Mar 2022	Apr - Jun 2022
East Central	12	10	15	12
North	7	16	14	19
South	10	7	6	13
The Station		1	5	2
Grand Total	29	34	40	46
As % of total recorded	3%	3%	4%	4%

This is lower than expected. Likely that this is due to lack of recording rather than underrepresentation of SEND children and young people.

LGBTQ+

	Oct - Dec 2021	July - Sept 2021	Jan - Mar 2022	Apr - Jun 2022	Grand Total
East Central	5	3	9	7	24
North	8	13	9	6	36
South	22	24	18	21	85
The Station		5			5
Grand Total	35	45	36	34	150

Ethnicity: Recorded as Black, Asian and minoritised ethnic background

Area	Oct - Dec 2021		July - Sept 2021		Jan - Mar 2022		Apr - Jun 2022	
East Central	95	25%	41	14%	112	39%	182	50%
North	12	8%	50	28%	29	13%	60	18%
South	10	3%	150	39%	10	4%	13	5%
The Station	120	76%	139	94%	158	98%	168	86%
Grand Total	237	24%	380	38%	309	34%	423	37%

Please note there is a significant number of young people where ethnicity data was not collected. Many of the groups in the East Central area are focussed in areas with a higher population of Black, Asian and minoritised ethnic communities, so the number of ethnically diverse young people accessing support is likely to be higher.

Additional comments:

- Public Health has confirmed that they will commission a separate drugs and alcohol support service for children and young people under a wider 'drugs and alcohol' strategy remit. Commissioned delivery will align to the new Youth Service model.
- Within our new Youth Service model our statutory duty under the Education and Skills Act 2008 to support and promote effective participation of young people in education, employment, and training (EET) up to the age of 18 (or up to 25 for young people with special educational needs and disability (SEND)) will be delivered by our inhouse Post 16 Participation team (Learning and Skills). Local Authorities must also make tracking arrangements to identify 16- and 17-year-olds who are not participating in education, employment, or training or who are at risk of dropping out of learning, in order to offer support as soon as possible.

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

- | | | |
|---|--|--|
| ☒ Age | ☒ Disability | ☐ Gender Reassignment |
| ☐ Marriage and Civil Partnership | ☐ Pregnancy/Maternity | ☒ Race |
| ☐ Religion or Belief | ☒ Sex | ☐ Sexual Orientation |

2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps, then state this clearly with a justification.

For workforce related proposals all relevant characteristics may not be included in HR diversity reporting (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require an action to address under-reporting.

We do not systematically collect information on Sexual Orientation, Gender Reassignment, Religion or Belief, and young carers. It would not always be appropriate as some service users are children. We use the BCC recording system EYES which does not currently have the capacity to record Sexual Orientation or Gender Reassignment.

Our knowledge of young carers is limited, the new school census will be collecting information on young carers which should improve our knowledge of young carers from 2023 onwards.

2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this had been of Bristol's diverse communities.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to [Managing change or restructure \(sharepoint.com\)](#) for advice on consulting with employees etc. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups and trades unions as well as affected staff.

Our approach has been informed by the following reports:

- Research study into Resilience in Young People
- Organisational Resilience in Third Sector
- Black South West Network Study

We heard that smaller VCSE organisations can't survive if funders including BCC continue to procure contracts in the same way.

There has been substantial engagement with the youth and play sector to date and this will continue as it is a coproduced approach.

We have also held a youth conference which was attended by approx. 100 young people, these young people were from existing service user groups and youth participation groups including the Youth Council, CICC, Listening Partnership, Unity and Young Carers Voice. Information from this conference has informed our approach.

2.5 How will engagement with stakeholders continue?

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

Individual VCS organisations are invited to the new area strategic youth and play partnerships to develop an area plan for youth and play work delivery (there are currently 36 organisations engaged). Organisations that partake in this strategic partnership will be eligible for a youth service grant. Their ongoing participation is requested.

Local young people are invited to attend their local area youth forums which are represented in the local area strategic youth and play partnership to ensure young people's voices, their ideas and lived experience is being considered when identifying the local need and designing the area delivery plan.

Members of the Youth Council are also currently visiting youth and play services to gather views from CYP.

Simultaneously we are designing a process in which young people will make financial grant decisions with the commissioner as part of a multi professional panel.

Step 3: Who might the proposal impact?

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

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

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

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

GENERAL COMMENTS (highlight any potential issues that might impact all or many groups)

Service Users

The current service is inclusive and is intersectional. It provides targeted group and 1-2-1 support for children and young people including those with particular protected characteristics: for example it offers support to same sex groups to explore gender specific issues. It runs LGBTQ groups and provides support for Refugee and Asylum Seekers. The service has a high proportion of Black and minoritised ethnic children and young people attending its services, as well as supporting many Disabled children, including those with special educational needs and

learning difficulties. The service also provides targeted support groups for young carers, as they have been identified as a vulnerable group.

There will be an expectation that support will be provided based on a Needs Assessment which includes support to the groups identified above.

It is important for children and young people to continue to have access to a range of play and youth services in their local area. Youth and play work provides opportunities for personal achievement and community involvement, supports life and social skills, promotes physical and mental wellbeing, and opens pathways to employment, further education, and positive futures.

There is a proposed reduction in funding from Bristol City Council, but we will work with the VCS sector to create Strategic Area Partnerships that will plan and implement services to deliver Youth and Play work. It is hoped that this new joined up approach with the Youth and Play Sector will reduce duplication and ensure that resources are invested strategically to meet the needs of CYP in Bristol.

Wider Community/ Commissioned Services

The aspiration for this model is to build on community resilience, cohesion and growing grass route delivery. Services need to be inclusive, representative of the Children and Young people they are serving and provided within their local communities for the benefit of CYP however, CYP will be supported to explore new opportunities. This will make services more accessible and begin to break the systemic inequalities that become a barrier to them achieving their full potential and cause internalised trauma.

The new service will need to demonstrate that it is inclusive, compliant with the Equality Act of 2010 and meets the needs of vulnerable groups; such as Black and minoritised ethnic young people, LGBTQIA+ young people, Young people with SEND, Young Carers amongst others. There will be an expectation that this approach will enable a diverse and intersectional workforce.

We will be decommissioning the current TYS Service. BCC will support the current workforce by running a One City recruitment fayre as we recognise the skills within this staff group and would want to help retain them for Bristol children and families.

City Partners & Stakeholders

We will expect our services to continue work in partnership with key organisations who support CYP from protective characteristic groups e.g. Bristol Refugee Rights, WECIL, Carers Support, Centre etc. It is the Council's overall approach to maximise our 'One City' approach and draw in additional funding streams. This has already been done with Serious Youth Violence funding which has supplemented targeted youth services for our most vulnerable. We will continue to search and work with city partners to apply for alternative funding streams that will increase total available expenditure.

Our Belonging Strategy: Belonging in the Community is a One City Plan that sets out our ambitions to work with the sector as a whole, to develop a youth offer that meets the needs of children and young people in all parts of the City. We are therefore committed to improve partnership working across the sector and create joined up systems so that there is "no wrong door" into these services.

We are seeking inclusive youth services that are truly accessible for local children and young people.

There will be specific support for particular vulnerable groups including Refugees and Asylum Seekers, Young Carers and LGBTQ+ young people.

PROTECTED CHARACTERISTICS

Age: Young People	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	Reduction in funding from BCC will reduce its ability to deliver services as leading to a potential loss in services.

Mitigations:	Partnership working with youth and play sector with view to share resources more strategically and attract additional funding.
Age: Older People	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Disability	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	Approx. 10% of service users are Disabled children and young people with special educational needs and/or learning difficulties. Reduction in funding from BCC will reduce its ability to deliver services as is so potential loss in services.
Mitigations:	Partnership working with youth and play sector with view to share resources more strategically and attract additional funding.
Sex	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	Reduction in funding from BCC will reduce its ability to deliver services as is so potential loss in services.
Mitigations:	Partnership working with youth and play sector with view to share resources more strategically and attract additional funding. LGBTQ+ young people identified as vulnerable in needs analysis so will receive priority consideration in planning future provision.
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	As sexual orientation above
Mitigations:	
Race	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	Approx 30% of current service users are Black and minoritised ethnic children and young people. Reduction in funding from BCC will reduce its ability to deliver services as is so potential loss in services.
Mitigations:	Partnership working with youth and play sector with view to share resources more strategically and attract additional funding. The Needs analysis has indicated where provision should be placed to support particular ethnic communities.

Religion or Belief	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes ☐ No ☒
Potential impacts:	
Mitigations:	
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	Reduction in funding from BCC will reduce its ability to deliver services as is so potential loss in services.
Mitigations:	Partnership working with youth and play sector with view to share resources more strategically and attract additional funding. Services will be targeted in areas of socio-economic deprivation as identified in Needs Analysis.
Carers	Does your analysis indicate a disproportionate impact? Yes ☒ No ☐
Potential impacts:	Reduction in funding from BCC will reduce its ability to deliver services as is so potential loss in services.
Mitigations:	Partnership working with youth and play sector with view to share resources more strategically and attract additional funding. This group is identified as vulnerable in needs analysis so will receive priority consideration in planning future provision e.g. expectation that a young carers group (or equivalent) will be provided in each area (North, East Central and South).
Other groups: Asylums and Refugees	
Potential impacts:	Reduction in funding from BCC will reduce its ability to deliver services as is so potential loss in services.
Mitigations:	Partnership working with youth and play sector with view to share resources more strategically and attract additional funding. This group has been prioritised as vulnerable so funding has been specifically assigned as part of future provision.

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

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

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

We believe that this new youth service model will support smaller youth and play organisations to access BCC funds and to be recognised and paid for their valuable services for local cyp in their communities. This can include organisations employing a diverse team of youth and play workers (gender, race, sexuality, disability etc) which we encourage as we welcome diverse and culturally aware delivery teams.

Crucially, youth work fosters positive relationships and community cohesion and aims to eliminate discrimination between different groups of young people through education and positive opportunities to socialise, work and share experiences. This will include young people who share or might not share protected characteristics such as a disability, different sex, different sexual orientation, being pregnant or young parents, have undergone or thinking about gender reassignment, come from different ethnical backgrounds and hold different religions or beliefs.

Step 4: Impact

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

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

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

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

The reduction in BCC funding means that we cannot secure a like for like service. This means the number of children and young people supported directly by BCC may reduce. We are looking at options that change the delivery of youth services so that there is less 1-2-1 support and more group support.

The new funding model approach will enhance partnership working, coordination of services and the sharing of resources (not just financial) for the benefit of children and young people.

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

The new approach will secure services for an increased age range which will be of benefit for younger children – aged 8 – 11.

It provide us with the opportunity to work with a significantly increased number of organisations which will ensure that we can collectively work together to promote the Public Sector Equality Duty.

Creating an inclusive and representative service will be one of the cornerstones of our approach, which means we will focus on securing and developing services to meet this need.

4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale
Embed expectation of inclusive services in commissioning plan	Mark Lee	Jan 2023
Set standards in grant paperwork/area plans	Mark Lee	Mar 2023
Data collection from providers to demonstrate how they are delivering inclusive services. First report.	Mark Lee	Jan 2023

4.3 How will the impact of your proposal and actions be measured?

How will you know if you have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective your approach is still appropriate.

- Annual Impact assessments from providers receiving grants
- Annual reviews of area delivery / need by local strategic partnerships assessed by commissioner
- Regular peer reviews from professionals
- Regular feedback from children and young people attending / using provision (Centre of Youth Impact assessment tools)

Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the [Equality and Inclusion Team](#) before requesting sign off from your Director¹.

Equality and Inclusion Team Review: <i>Reviewed by Equality and Inclusion Team</i>	Director Sign-Off: Fiona Tudge
Date: 19/1/2023	Date: 19/01/2023

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

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

MEETING DATE: 7 February 2023

TITLE	2022/23 P9 Finance Exception Report		
Ward(s)	n/a		
Author: Jemma Prince		Job title: Finance Business Partner - Planning	
Cabinet Lead: Cllr Craig Cheney – Deputy Mayor and Cabinet Member for Finance, Governance and Performance		Director Lead: Denise Murray – Director of Finance	
Proposal origin: Other			
Decision maker: Cabinet Member			
Decision forum: Cabinet			
Purpose of Report: This report is to make Cabinet aware of any material finance changes that have occurred since the detailed Period 8/Quarter 3 report was presented. It covers Period 9 (December 2022 extrapolated). The report also serves as a mechanism for any finance approvals or adjustments that are required on the Council’s approved budget.			
Evidence Base: Since the Q3/P8 Finance exception report to Cabinet, there are several changes in the 2022/23 financial position to bring to the attention of Cabinet and as such this report includes:			
General Fund summary			
1. General Fund is currently forecasting a risk adjusted overspend of £11.3m, 2.6%, on the approved gross budget of £431.1m. This reflects a deterioration of £1.7m in the period. Adults and Children and Families account for £1.6m of this new pressure.			
2. General Fund savings programme of £24.4m for 2022/23 as agreed by Council reports £3.5m, 14%, at risk (£3.7m/15% at P8/Q3). A number of these saving delivery risks are captured in the forecast outturn above and or directorate risk and opportunities log; however, it should be noted that not all risks are formally acknowledged in the outturn and as such this represents an underlying additional risk.			
The Ring-fenced Accounts summary			
3. Housing Revenue Account (HRA) is forecasting an £8.0m, 7.1%, adverse variance in forecast against its £112.6m net expenditure budget (no change since P8/Q3).			
4. Dedicated Schools Grant (DSG) net budget is forecasting an £18.8m, 4.4%, adverse variance against its £423.4m ring-fenced budget in-year (no change since P8/Q3) taking the total accumulated carry forward opening deficit for 2023/24 to £43.5m.			
5. The Public Health Grant allocation for 2022/23 is £34.6m and no variation is forecast (again in line with the forecast at P8/Q3).			
Capital Programme			
6. The Capital programme forecast variation is a net underspend of £13.9m (6.0%). This comprises a £4.1m underspend within the Growth and Regeneration directorate and £11.1m against Corporate contingencies and funds offset by a £1.3m overspend against the HRA.			
7. Following the transfer of Heat Networks to the partner for City Leap partner, £3.3m of capital funding has been released. It is proposed to realign budgets so that £3.3m of council capital contingency is returned for future capital spending pressures.			

Other Recommendations

- Following the Department for Levelling Up, Housing and Communities (DLUHC)'s award to Bristol of £0.885m to assist c.13,000 households in receipt of Council Tax Reduction support, it is proposed to direct this award in full (both the discretionary element as well as the mandatory element) to those households eligible.

External Funding Decisions

- The council has submitted a bid for £5.6m funding from the Combined Authority for the development of the Western Harbour Masterplan and Infrastructure Delivery Plan project.

Cabinet Member / Officer Recommendations:

That Cabinet approves:

- the realignment of Capital budgets following the release of £3.3m council capital contingency and return for future capital spending pressures (see Appendix A1 section 6.1.4.).
- the recommendation to utilise the Council Tax Reduction additional support scheme 2023/24 £0.885m in full to assist households in receipt of Council Tax Reduction support (see Appendix A2).

That Cabinet notes:

- the General Fund risk adjusted forecast overspend of £11.3m, noting further mitigations continue to be explored.
- the forecast overspend of £8.0m within the HRA (with actual end of year position being funded by a transfer to or from the HRA general reserve).
- the forecast in-year deficit of £18.5m accumulating to a total £43.5m carried forward deficit in the DSG for 2023/24, and that the Council and the Schools Forum are developing a mitigation plan which will seek to address the High Needs overspend.
- the forecast £15.2m underspend (including Corporate contingencies and funds) within the General Fund against the latest approved Capital Programme's Budget.
- the submission of a bid for £5.6m funding from the Combined Authority for the development of the Western Harbour Masterplan and Infrastructure Delivery Plan project. If the bid is successful, notification of award will come back to Cabinet under separate report as a key decision.

Corporate Strategy alignment:

This report sets out progress against our budget, part acting in line with our organisational Theme of Effective Development Organisation, making sure that we are financially competent and resilient, offering good value for money (page 58).

City Benefits:

Cross priority report that covers whole of Council's business

Consultation Details: n/a

Background Documents: n/a

Revenue Cost	See above	Source of Revenue Funding	Various
Capital Cost	See above	Source of Capital Funding	Various
One off cost ☐	Ongoing cost ☐	Saving Proposal ☐	Income generation proposal ☐

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

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

Finance Business Partner: Jemma Prince, Finance Business Partner – 25th January 2023

2. Legal Advice: The report, including the detail set out in Appendix A, will assist Cabinet to monitor the budget position, with a view to meeting the Council's legal obligation to deliver a balanced budget. There are no specific legal issues arising from the decisions recommended in the report

Legal Team Leader: Nancy Rollason, Head of Legal Services – 25th January 2023

3. Implications on IT: There is no direct impact on IT arising from the process of budget monitoring. There are some operational impacts arising from the IT service's own budget pressures and its work to mitigate these, and also from the council's corporate vacancy freeze. However, the service remains operational and is actively managing its risks.

IT Team Leader: Tim Borrett, Director: Policy, Strategy and Digital – 25th January 2023

4. HR Advice: Recruitment controls remain in place. Where possible, vacancies are being held or deleted in order to generate savings. Some restructurings are underway at present from which a small number of predominantly voluntary exits are envisaged.

HR Partner: James Brereton, Head of Human Resources – 26th January 2023

EDM Sign-off	Denise Murray	25 th January 2023
Cabinet Member sign-off	Cllr Craig Cheney	TBC
For Key Decisions - Mayor's Office sign-off	Mayor's Office	26 th January 2023

Appendix A – Further essential background (A1 and A2)	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

Appendix A1

Bristol City Council - Finance Exception Report Period 9 2022/23

1. HIGH LEVEL SUMMARY FINANCIAL POSITION

- 1.1.** This report sets out the Period 9 full year forecast for 2022/23 (December 2022 extrapolated). It is an exception report and as such is intended to focus on key financial issues for the Council including movements since Period 8/Quarter 3 as reported to January's Cabinet. It is not a full financial forecast for each division and no significant variances have been identified or accelerated by budget holders beyond those issues highlighted.
- 1.2.** The Council operates Directorate cash limited budgets and Executive Directors are responsible for ensuring that appropriate action is taken to contain both revenue and capital spending in line with each directorate's overall budget limit. Budget holders forecasting a risk of overspend, which can potentially be brought back in line with their budget, should in the first instance set out in-service options for mitigation. Where these are considered undeliverable, or pressures cannot be contained across the directorate, the budget scrutiny process will be triggered, with the potential for a request to be made for the Executive to consider granting a supplementary estimate redirecting funds from an alternative source. This process was triggered following the P5/Q2 report so that supplementary estimates for the redirection of funds were approved by Full Council. The process has been triggered again following the P8/Q3 report so that additional supplementary estimates are currently following the decision pathway to Full Council as part of the Budget 2023/2024 Report.

2. GENERAL FUND REVENUE POSITION

- 2.1.** The assessment at Period 9 shows that the Council's scheduled General Fund is currently forecasting a risk adjusted overspend of £11.3 million. This is a 2.6% adverse variance on the approved gross budget of £431.1 million and represents a further £1.7 million pressure when compared to the £9.5 million reported at Period 8/Quarter 3. This £1.7m is an emerging risk towards which Adults and Children and Families are the main contributors accounting between them for £1.6m. Mitigating actions and income sources continue to be explored in order to contain this risk.
- 2.2.** The table below shows the Period 9 summary forecast position by directorate.

Table 1

<u>Period 9 Exception - Summary</u>	2022/23 Revised Budget	Q3 Variance	Q3 Variance as % Net Budget	P9 Exceptions	P9 variance	P9 Variance as % Net Budget
	£000's	£000's	%	£000's	£000's	%
People						
Adult Social Care	174,219	1,042	0.6%	527	1,569	0.9%
Children and Families Services	83,413	3,758	4.5%	1,034	4,792	5.7%
Educational Improvement	17,758	871	4.9%	185	1,056	5.9%
Public Health - General Fund	6,436	(393)	-6.1%	0	(393)	-6.1%
Total People	281,826	5,278	1.9%	1,746	7,024	2.5%
Resources						
Digital Transformation	14,963	916	6.1%	0	916	6.1%
Legal and Democratic Services	15,228	(199)	-1.3%	0	(199)	-1.3%
Finance	8,565	784	9.2%	0	784	9.2%
HR, Workplace & Organisational Design	4,477	(360)	-8.0%	0	(360)	-8.0%
Management - Resources	(1,636)	988	-60.4%	0	988	-60.4%
Policy, Strategy & Partnerships	4,953	(129)	-2.6%	0	(129)	-2.6%
Total Resources	46,550	2,000	4.3%	0	2,000	4.3%
Growth & Regeneration						
Housing & Landlord Services	20,268	772	3.8%	0	772	3.8%
Economy of Place	4,782	(150)	-3.1%	0	(150)	-3.1%
Management of Place	1,700	(715)	-42.1%	0	(715)	-42.1%
Management - G&R	(80)	(116)	145.0%	0	(116)	145.0%
Property, Assets and Infrastructure	44,260	209	0.5%	0	209	0.5%
Total Growth & Regeneration	70,929	0	0.0%	0	0	0.0%
SERVICE NET EXPENDITURE	399,304	7,278	1.8%	1,746	9,024	2.3%
Total Corporate Items & Reserves	31,748	46	0.1%	0	46	0.1%
TOTAL REVENUE NET EXPENDITURE	431,052	7,324	1.7%	1,746	9,070	2.1%
Inflation Risk	0	2,187	0		2,187	0.0%
Total Corporate Risks Items	431,052	9,511	2.2%	1,746	11,257	2.6%

2.3. People Directorate

2.3.1. The People Directorate at Period 9 is reporting a forecast pressure of £7.0m (2.5%) as compared to Period 8's adverse forecast of £5.3m. This £7.0m adverse forecast at Period 9 comprises £1.5m in Adult Social Care, £4.8m in Children and Families, £1.1m in Education Improvement and is mitigated by £0.4m in Public Health general fund services.

2.3.2. The Adult Social Care position at Period 9 forecasts an overspend of £1.5m compared to the Period 8 position overspend of £1.0m. The worsening position since Period 8 is £0.5m as per Table 2 below. This position relates mainly to adverse movements in the Adult Purchasing budgets in respect of Older Adults 65+ of £0.4m, Working Age Adults 18-64 years of £0.3m, Preparing for Adulthood of £0.3m, mitigated by an increase in Service User Contributions of (£0.1m) and improved forecast assumptions in relation to grants and provisions (£1.0m). Furthermore, saving proposals have also reduced by £0.6m reflecting fewer remaining months of the year in which to deliver the interventions.

2.3.3. The key variances for Adult Social Care (ASC) are as shown in Table 2 below:

Table 2

Financial Year 2022/23	Revised Budget 2022/23 £'000s	2022/23 Projection @ P09 £'000s	Projection Variance @ P09 £'000s	Change from P08 £'000s
Adult Purchasing				
Older Adults 65+	72,744	75,895	3,150	463
Working Age Adults 18 - 64	85,095	90,439	5,344	307
Preparing for Adulthood	9,726	11,617	1,890	380
Social Care Support	2,660	2,884	224	(15)
Income - Service User Contribution Only	(25,582)	(26,648)	(1,067)	(161)
	144,644	154,186	9,543	973
Non Adult Purchasing				
Employees	37,828	35,641	(2,187)	(12)
Other - Net	(8,252)	(13,128)	(4,876)	(1,042)
Mitigations		(911)	(911)	608
	29,575	21,602	(7,974)	(446)
Totals per budget report	174,219	175,788	1,569	527

2.3.4. The forecast position in Children and Families has deteriorated by a further £1.0m in Period 9 and is now reporting a budget pressure of £4.8m. The movement in the variance is primarily a result of additional placements in the period and further pressure within Targeted Support since the service has been unable to benefit from cost efficiencies expected following new grant funding.

2.3.5. Education Improvement is forecasting a pressure of £1.1m, an adverse movement of £0.2m from Period 8. This new pressure reflects a forecast shortfall against budgeted income within the Trading With Schools service.

2.4. Resources Directorate

2.4.1. The Resources Directorate reports no change to forecast at Period 9. The directorate continues to forecast a £2.0m (4.6%) adverse variance against a revised budget of £46.6m. The £2.0m forecast overspend is due to £1.1m housing benefits subsidy loss on exempt accommodations and a net £0.9m driven mainly by a vacancy freeze saving initially held on behalf of all directorates with the expectation that it be offset by new forecast savings cross-directorates.

2.5. Growth and Regeneration

2.5.1. The Growth & Regeneration Directorate reports no change to forecast at Period 9.

2.5.2. The directorate has highlighted a further potential £0.6m net risk which mainly relates to shortfalls in income from recharges within the Energy service. At present these have been included in the directorate's risk and opportunities schedule at Table 5, rather than the forecast, with a view that mitigations will be investigated to manage this pressure.

3. SAVINGS PROGRAMME – SUMMARY

Table 4

Directorate	2022/23 Savings £m	2022/23 Savings reported as safe	2022/23 Savings reported as at risk	
			£m	%
People	10.3	7.8	2.5	24
Resources & Cross-Cutting	7.1	6.8	0.3	3
Growth and Regeneration	7.0	6.3	0.7	10
Total	24.4	20.9	3.5	14

- 3.1.** The savings programme agreed by Council in 2022 included savings totalling £18 million. These combine with £6.4 million of savings carried forward from prior years still requiring delivery to bring the total savings delivery target for 2022/23 to £24.4 million.
- 3.2.** As at Period 9 £20.9 million (86%) of savings are considered safe. This includes £3.6m of optimism bias funding (previously approved in-year). £3.5 million (14%) of in year savings consequently remain at risk and are being monitored and reviewed for delivery or in-year mitigation where possible.
- 3.3.** A number of these saving delivery risks are captured in the forecast outturn above and or directorate risk and opportunities logs. It should, however, be noted that not all risks are formally acknowledged in the outturn and as such this may represent a small underlying additional risk.

4. RISKS AND OPPORTUNITIES

- 4.1.** There are other financial risks and opportunities to the Council which have previously been identified and which may still materialise during the financial year. These are a combination of further costs, savings delivery, income generation, funding opportunities and additional Cost of Living pressures. Directorates continue work to monitor and contain these.
- 4.2.** Growth and Regeneration Directorate have highlighted net risks and opportunities totalling £0.6m million, a reduction of £0.6m from P8/Q3. Of significance is the risk of a £0.6m shortfall within the Energy service against budgeted external income and internal recharges. The Directorate continues to work to balance off risks identified with mitigation in the months remaining.

Table 5

Division	Service	Risk or Opportunity	Description of Impact	Risk (Opportunity) £'000	Likelihood %	Net Risk (Opportunity) £'000
EoP	Director Office	Risk	Reduction in Planning fee income	(150)	95%	(143)
EoP	City Design	Opportunity	Use of Work In Progress income to mitigate reduction in planning fee income	(80)	95%	(76)
EoP	Development Management	Risk	Shortfall in Markets income	(319)	10%	(32)
PAI	Property Management	Opportunity	Rent Reviews Income	(500)	95%	(475)
PAI	Energy	Risk	Income pressure - recharges	1,200	50%	600
MOP	BOC	Opportunity	Increased income	(6)	5%	(0)
MOP	Harbours	Opportunity	Increased income	(50)	50%	(25)
MOP	Highways	Risk	Income pressure - car parking	65	95%	62
MOP	Highways	Risk	Cost pressure - St Lighting energy	456	95%	433
MOP	Culture	Risk	Income pressure - Bottle Yard	333	90%	300
Total - REVENUE				949		644

5. RING-FENCED BUDGETS

5.1. There are a number of funds held by the Council where the Council must ensure that the income or grant is ringfenced and only spent in specific service areas. The Period 9 forecast outturns for these ringfenced budgets are summarised in the Table 6 below.

Table 6

<u>Period 9 Exception - Summary</u>	2022/23 Revised Budget	Q3 Variance	Q3 Variance as % Net Budget	P9 Exceptions	P9 variance	P9 Variance as % Net Budget
	£000's	£000's	%	£000's	£000's	%
RING FENCED BUDGETS						
Total Housing Revenue Account	112,600	7,956	7.1%		7,956	7.1%
Total Public Health	34,600	-	0.0%		0	0.0%
Total Dedicated Schools Grant	423,400	18,824	4.4%		18,824	4.4%
Total Ring fenced budgets	570,600	26,780		0	26,780	

5.2. Housing Revenue Account

5.2.1. As outlined in Table 6 above, there was no material change in the HRA's forecast year end position between Q3/Period 8 and Period 9. This continues to project an £8.0m (7.1%) adverse outturn at the end of the financial year when compared to budget and will be contained within the HRA general reserves of £102.2m.

5.3. The Dedicated Schools Grant

5.3.1. At the end of Period 9 the DSG is not reporting any material variance from Q3/Period 8 which remains at £18.8m (4.4%) compared to budget. When added to the prior year's brought forward deficit balance of £24.7m this results in a forecast cumulative overspend to be carried forward at

the close of this financial year of £43.5m. This forecast is in line with the DSG cumulative deficit position outlined in the March 2022 budget report.

5.4. The Public Health Grant

5.4.1. At the end of period 9 Public Health continues to report no variance to budget.

6. CAPITAL SUMMARY

6.1.1. The Capital programme full year budget at period 9 is £220.5m and comprises £152.3 million for General fund (excluding a corporate contingency of £11.1m) and £68.2 million for the HRA. The forecast variation against the budget at Period 9 is a £4.1 million underspend within the General fund and a £1.3 million overspend within the HRA, as set out in the Table 7 below:

Table 7

Approved Budget (Mar 22)*	Budget Changes upto P9	Directorate	Revised Budget	Actual Spend to date	Budget Spend to date	P9 Forecast Outturn	Variance
£m	£m		£m	£m	%	£m	£m
25.1	(3.7)	People	21.4	11.0	51%	21.4	0.0
7.9	(5.8)	Resources	2.1	0.9	43%	2.1	0.0
132.1	(3.3)	Growth and Regeneration	128.8	75.9	59%	124.7	(4.1)
165.1	(12.8)	GF service Total	152.3	87.8	58%	148.2	(4.1)
122.7	(54.5)	Housing Revenue Account	68.2	35.5	52%	69.5	1.3
122.7	(54.5)	HRA service Total	68.2	35.5	52%	69.5	1.3
287.8	(67.3)	HRA & GF Service Total	220.5	123.3	56%	217.7	(2.8)
12.7	(1.6)	Corporate Contingencies & Funds	11.1	0.0	0%	0.0	(11.1)
300.5	(68.9)	Capital Programme Grand Total	231.6	123.3	53%	217.7	(13.9)

6.1.2. The actual spend to date at Period 9 is low at £123.3m (53% of total revised full year budget). This factor when considered against previous year spend trend information (£167m 2021/22 and £166m 2020/21) would indicate that the Period 9 2022/23 full year forecast of £217.7 million is optimistic.

6.1.3. The HRA overspend can be contained by re-profiling the HRA five-year capital programme and financing plans should the need arise.

6.1.4. As referred to in the previous monitoring report the total funding for the heat networks is £53.4m (P7 Budget Monitoring Exception Report, section 6.3). This comprised of PWLB £22.7m, grants of £22.5m and connection fees of £8.2m. The estimated funding requirement to 31 March 2023 was £26m of borrowing (£24m to 31 December 2022). This required the Heat Network budget to be revised accordingly with the additional £3.3m being funded from the Council's capital contingency.

The transfer of the Heat Networks to the City Leap partner took place on the 4th January 2023 with the Council borrowing repaid, resulting in £3.3m of capital funding being released.

Approval is sought to realign the budgets accordingly noting that the £3.3m of Council capital contingency is returned for future capital spending pressures.

- 6.2.** Further detailed reviews of projects and programmes are planned to ensure delivery of schemes are accurately reported.

7. COUNCIL TAX REDUCTION ADDITIONAL SUPPORT SCHEME 2023/24

- 7.1.** On 23 December 2022 the Department for Levelling Up, Housing and Communities (DLUHC) announced additional funding of £100 million to local authorities to support the most vulnerable households in England. This funding allows councils to deliver additional support to the 3.8 million households already receiving Council Tax Reduction (CTR).
- 7.2.** Bristol has been awarded £885,177 to assist c.13,500 households that are, or who be, in receipt of partial CTR or potentially full CTR throughout the financial year 2023/24. The grant is in recognition of the impact of rising bills and to support economically vulnerable households in their area with council tax payments. The scheme will apply to working and pension age households. See Appendix A2 for details.

It is recommended to use the whole fund, both the estimated mandatory element of £0.337m and the estimated £0.548m discretionary element, to assist c.13,000 low income CTR households with assistance of up to £75 per household. This would be the most efficient and effective way of assisting this cohort and would also assist the council in being able to help people with one of their largest bills from the beginning of 2023/24, and free up some resilience to assist those with other cost of living pressures.

8. EXTERNAL FUNDING DECISIONS

8.1. Western Harbour Masterplan and Infrastructure Delivery Plan project.

The council has submitted a bid totalling £5.6m seeking funding from the Combined Authority for the development of the above-named project.

The technical work that will be undertaken as part of the project to be funded will include four mutually informing workstreams:

- 8.1.1. Development of a Masterplan for the area;
- 8.1.2. Development of an Outline Business Case for the Infrastructure Delivery Plan that supports the renewal and / or replacement of life-expired key elements of the highway network;
- 8.1.3. Community and stakeholder engagement and consultation; and
- 8.1.4. Programme coordination with adjacent and interdependent schemes and the Harbour Authority.

Cabinet is asked to note both the submission of the bid (following Finance due diligence), and that a separate report will be coming to seeking approval (if successful) to accept and spend the funds in line with the details that will be outlined in such report.

Appendix A2

Council Tax Reduction additional support scheme 2023/24

1. Background

- 1.1. On 23 December 2022 the Department for Levelling Up, Housing and Communities (DLUHC) announced additional funding of [£100 million to local authorities](#) to support the most vulnerable households in England. This funding allows councils to deliver additional support to the 3.8 million households already receiving Council Tax Reduction.
- 1.2. Bristol has been awarded £885,177 to assist c13,500 households that are, or who be, in receipt of partial CTR or potentially full CTR throughout the financial year 2023/24. The grant is in recognition of the impact of rising bills and to support economically vulnerable households in their area with council tax payments. The scheme will apply to working and pension age households.
- 1.3. The government expects councils to deliver this using their discretionary powers under s13A(1)(c) of the Local Government Finance Act 1992 with any scheme being in place by 11 March 2023.
- 1.4. Funding has been allocated to councils based on their share of local CTR claimants according to latest data, with the expectation that local authorities to use the majority of their funding allocations to reduce bills for current working age and pension age Local Council Tax Support (LCTS) claimants by up to £25. Councils can use their remaining allocation as they see fit to support vulnerable households, but assistance must be used to assist with increased council tax liabilities.
- 1.5. Most local authorities in England will only be able to use the £25 per household, to assist those in receipt of partial CTR, due to them having less generous schemes than Bristol and where all/most CTR recipients already have to minimum contribution to their Council Tax bill. This means for many there is no need to consider any an additional discretionary assistance.

2. Costings

- 2.1. The estimated breakdown of the grant award and possible scheme costs are below.

Scheme	Grant amount	Households assisted	Amount per household
Mandatory £25 award	£337,500	13,500	£25
Discretionary award*	£547,677	13,000	£75
Total	£885,177	c.13,000	c.£68

*This estimate is based on the remaining £548k being used to further assist all those households on partial CTR by an award of up to £75, i.e. £50 in addition to the mandatory £25 scheme.

- 2.2. Note that the number of additional awards is smaller and does not add to exactly £75 per household, as not all of these will have an exact £75 remaining liability, but instead a sliding scale of between £25 - £75. Based on previous assistance schemes the actual average award will be around £68 per household.

3. Alternative options

- 3.1 The remaining £548k could be used for used via alternative assistance methods, as it is a discretionary scheme, but noting it must be used to assist those with the Council Tax liability. It cannot be used to assist those without one.
- 3.2 As such the alternative options are as follows;
 - 3.2.1. Assist those on full/partial CTR via an alternative payment mechanism, e.g. food, gas/electricity, utility vouchers or BACS payments to provide direct assistance, and/or
 - 3.2.2. Assist those on full CTR also with a further credit on their account.

4. Recommendation

- 4.1. The recommendation is to use the whole fund, including the estimated £548k discretionary element to assist c.13,000 low income CTR households with assistance of up to £75 per household. This would be the most efficient and effective way of assisting this cohort and would also assist the council in being able to help people with one of their largest bills from the beginning of 2023/24, and free up some resilience to assist those with other cost of living pressures.**
- 4.2. The alternative would be assisting the same cohort, via either a more complex and administrative cumbersome process and/or assisting those where there are no outstanding Council Tax liabilities.

Decision Pathway – Report

PURPOSE: For noting

MEETING: Cabinet

DATE: 07 February 2023

TITLE	2022 Director of Public Health Annual Report		
Ward(s)	All wards		
Author: Christina Gray		Job title: Director of Communities and Public Health	
Cabinet lead: Cllr Ellie King Cabinet Member for Public Health, Communities and Bristol One City		Executive Director lead: Hugh Evans Executive Director Adults and Communities	
Proposal origin: Other			
Decision maker: For noting			
Decision forum: For noting			
Purpose of Report:			
The Health and Social Care Act 2012 sets out a requirement for all Directors of Public Health to produce an annual independent report on the health of their local population and for their local authority to publish it. This year the report focusses on being more active which supports healthy lives and healthy communities. The key themes • Everyone in the city could benefit from increasing physical activity, and there are huge health benefits to be found in increasing physical activity levels even by a small amount. • It’s not just about sport. Significant benefits can be found in free activities which don’t involve participating in an organised programme or club, it’s “what works” for the individual. • As employers and as a City we need to make sure there are physical activity options that are inclusive, accessible and available to all. • Communities have creative solutions and know what will work for their area • If we want to increase the levels of physical activity in our city, we will need to work together as individuals, community groups, local businesses, schools and universities along with the city council, the NHS and emergency services.			
Evidence Base:			
Extensive national reports, relating to physical activity and the barriers to people undertaking it (detailed references are included in the annual report). Director of Public Health annual report 2022 (bristol.gov.uk)			
Cabinet Member / Officer Recommendations:			
That Cabinet:			
Note the contents of the Annual Report of the Director for Public Health 2021-22. Director of Public Health annual report 2022 (bristol.gov.uk)			
Corporate Strategy alignment:			
The report highlights the broad range of key partners from across the city, including Bristol City Council, to take ownership of important work needed to make a positive impact to the lives of people who live and work in Bristol. This is an excellent opportunity to ensure that we are spreading the			

important message of the many benefits that increasing physical activity bring, and to work together to become an 'active city'.

Thrive Bristol is the city's 10-year plan to improve mental health and wellbeing, as highlighted in the Corporate Strategy. As outlined in the annual report, physical activity is an important and effective way of improving mental health and wellbeing.

City Benefits:

1. Safe places to be active and take exercise will be more evenly distributed across the city, as part of the BCC parks and green space strategy.
2. The Bristol One City plan 2050 sets a vision that by 2050, Bristol is a fair, healthy and sustainable city. Physical activity touches on many of the aims set out to achieve this vision. For example, that citizens thrive in a city that supports their physical health and mental health equally.
3. The Bristol 2020-2025 sport and physical activity strategy sets out a vision: "To ensure that all Bristol citizens have the encouragement, opportunity and environment they need to lead active, healthy and fulfilling lives."

Consultation Details:

Public Health internal consultation

Background Documents:

Physical activity: applying all our health, (2022). Public Health England. Available online at: [Physical activity: applying All Our Health - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/physical-activity-applying-all-our-health)

Revenue Cost	N/A	Source of Revenue Funding	N/A
Capital Cost	N/A	Source of Capital Funding	N/A
One off cost ☐		Ongoing cost ☐	
		Saving Proposal ☐	
		Income generation proposal ☐	

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

1. Finance Advice: This report is for noting and has no direct financial implications to Bristol City Council. Any future actions arising from the report, will need to progress through appropriate decision pathways as necessary.

Finance Business Partner: Denise Hunt, 6th January 2023

2. Legal Advice: The publication of the Annual Report 2022 ensures compliance with the statutory duty under Part 3 of the National Health Service Act 2006 (as amended by the Health and Social Care Act 2012) which requires the director of public health for a local authority to prepare and publish an annual report on the health of the people in the area of the local authority.

Legal Team Leader: Husinara Jones, Team Manager/Solicitor, 5th January 2023

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

IT Team Leader: Alex Simpson – Senior Solution Architect, 9th January 2023

4. HR Advice: Directors of Public Health are required to produce an annual report on the health of their local population and for their local authority to publish. This report is for cabinet to note only and there are no HR implications arising from the report in relation to Bristol City Council employees.

HR Partner: Lorna Laing, 5th January 2023

EDM Sign-off	Hugh Evans, Executive Director of People	N/A
Cabinet Member sign-off	Ellie King, Cabinet Member for Public Health & Communities	N/A

For Key Decisions - Mayor's Office sign-off	Mayor's Office	N/A
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Appendix A – Further essential background / detail on the proposal 2022 Annual Bristol DPH report – On The Move	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

Decision Pathway – Performance Report

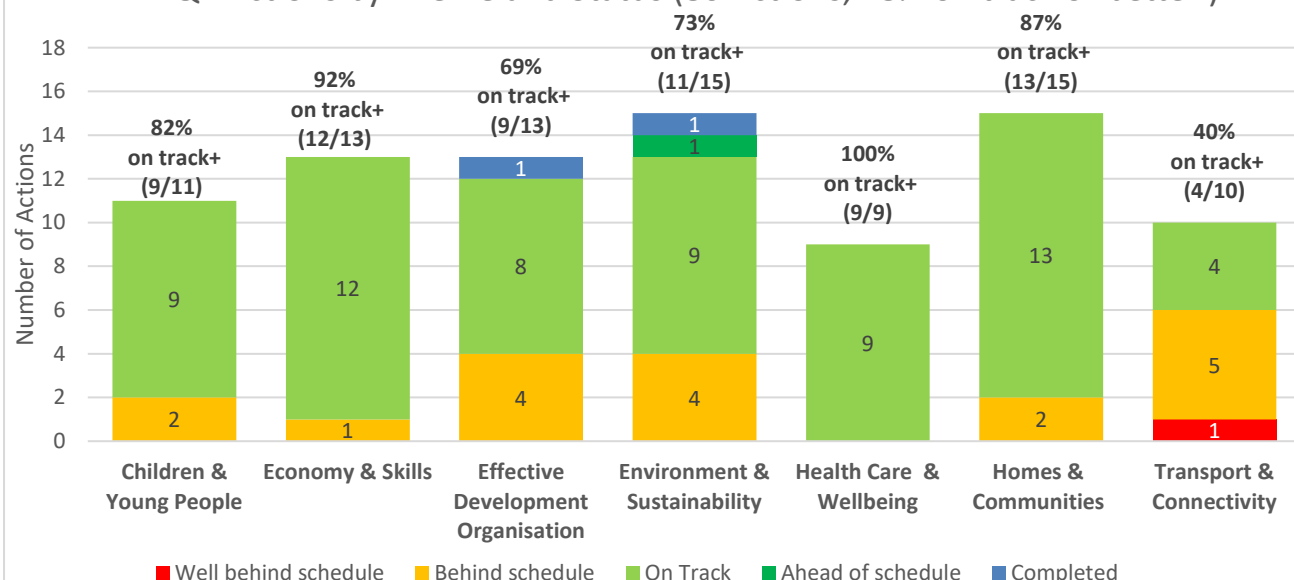
PURPOSE: For reference

MEETING: Cabinet

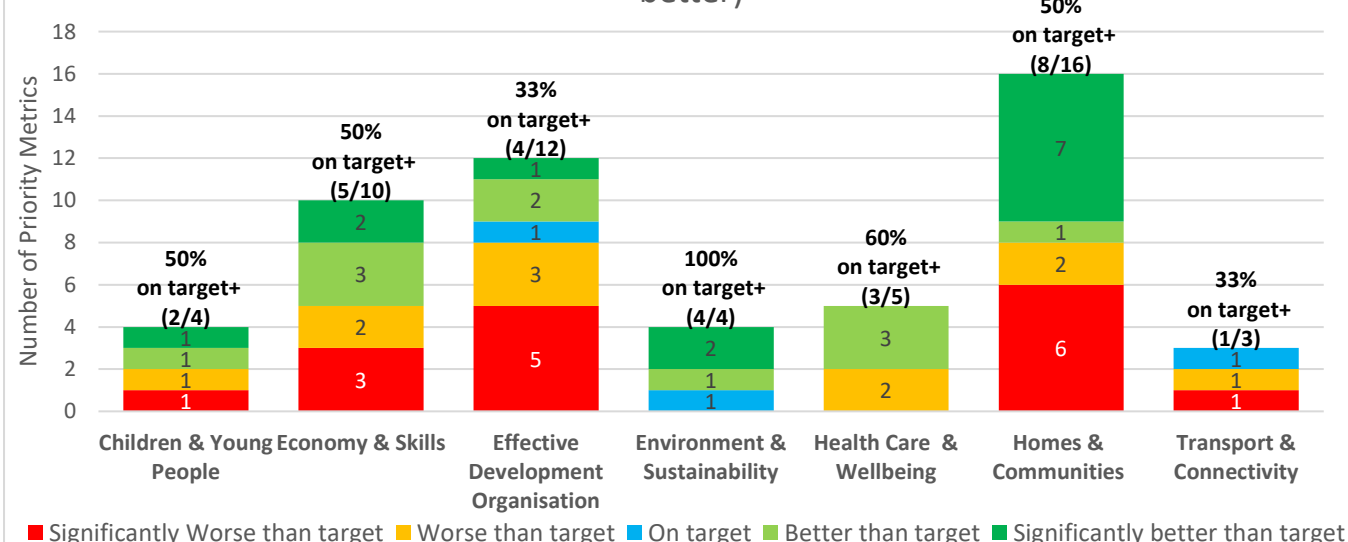
DATE: 07 February 2023

TITLE	Quarterly Performance Progress Report (Q2 - 2022/23)																
Ward(s)	All wards																
Author: Guy Collings	Job title: Head of Insight, Performance & Intelligence																
Cabinet lead: Cllr Cheney, Deputy Mayor - Finance, Governance and Performance	Executive Director lead: Stephen Peacock, Chief Executive																
Proposal origin: BCC Staff																	
Decision maker: Cabinet Member	Decision forum: Cabinet																
Purpose of Report: To brief Cabinet on the outcomes from the Thematic Performance Clinics for Q2 2022/23 and highlight areas for additional Performance Improvement support.																	
1/ Evidence Base: This report and appendices provide the relevant Performance Measures from the Business Plan 2022/23, as approved by CLB in Feb and noted by Cabinet in March 2022. Performance reporting is now based on the Bristol City Council (BCC) Corporate Strategy 2022-27. Key points of note: 2/ Thematic Performance Clinics (TPCs) - As per the Performance Framework 2022/23, reporting is primarily through new Thematic Performance Clinics (see Corporate Performance Reporting (sharepoint.com)), which focus on overall Performance for each of the 7 Business Plan themes, and address specific Performance Improvement issues for that theme. EDMs are seeing the outcome of the TPC work (hence later EDM report date) plus a summary of EDM metrics 3/ Business Plan Actions – for the first time, Performance reporting includes progress of the Business Plan Actions as well as Performance Metrics. This allows much more focus on delivery of the Business Plan Priorities. 4/ Business Plan Priority Measures / City Outcomes – The quarterly reports focus on Business Plan Priority Measures (mainly quarterly measures around Corporate Strategy priorities; primarily metrics the council has more direct responsibility over, so used to measure council performance). Where relevant they'll note City Outcomes (annual indicators on the Corporate Strategy themes and overall 'health of the city'; primarily outcome-focused measures that are longer term and slow moving, with long-term targets); these will all be in the Annual report. 5/ Impact of Covid-19 – Covid-19 renewal and recovery is embedded into our Business Plan Priorities and is being delivered across all areas of the council. Targets are set to take account of this, including some which may appear counter-intuitive compared to last year's outturn (see 2022/23 Performance Measures and Targets). 6/ Performance summary for Q2: Taking the Business Plan Performance metrics and Actions available this quarter: <table><tr><th>Business Plan Actions</th><th>Business Plan Priority Metrics</th><th>City Outcomes (mainly annual metrics)</th></tr><tr><td colspan="3">Current Performance</td></tr><tr><td>78% on track or better (67/86)</td><td>50% on target or better (27/54) of those with targets</td><td>100% on target or better (8/8) of those with targets</td></tr><tr><td colspan="3">Direction of Travel</td></tr><tr><td>6% better than Q1 (5/86) 83% same as Q1 (71/86) 12% worse than Q1 (10/86)</td><td>62% improved compared to 12 months ago (26/42)</td><td>75% improved compared to 12 months ago (6/8)</td></tr></table>			Business Plan Actions	Business Plan Priority Metrics	City Outcomes (mainly annual metrics)	Current Performance			78% on track or better (67/86)	50% on target or better (27/54) of those with targets	100% on target or better (8/8) of those with targets	Direction of Travel			6% better than Q1 (5/86) 83% same as Q1 (71/86) 12% worse than Q1 (10/86)	62% improved compared to 12 months ago (26/42)	75% improved compared to 12 months ago (6/8)
Business Plan Actions	Business Plan Priority Metrics	City Outcomes (mainly annual metrics)															
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Q2 Actions by Theme and Status (86 Actions, 78% on track or better)



Q2 Priority Metrics by Theme and Status (54 metrics, 50% on target or better)



7/ Key Points of focus:

Overall, 3 of the Themes are On Track at end Q2, but 4 Themes are noted as Behind Schedule. Slightly more Business Plan Priority Metrics (50%) are on Target in Q2 than was the case in Q1 (45%), but slightly less Actions (78%) are on track than was the case in Q1 (85%); City Outcomes remain all on target, but only 8 of these mainly annual measures have data available in Q2.

10 Actions, split across 5 Themes, were on track in Q1 and have now fallen behind (noting some Actions have improved); the main reasons noted are the Council freeze on recruitment, funding reductions or awaiting a decision.

Key points from the relevant Thematic Performance Clinics to note are below. Full Thematic reports, with progress against all metrics and actions, are included in Appendix A1.

Theme	Overall Progress	Points of Focus
1. Children & Young People	On Track	• BPPM247 Increase % of Family Outcomes achieved through the Supporting Families programme (<i>moved from significantly below target in Q1 to above target Q2; inc significant improvement in school attendance</i>) • BPPM201 Percentage of audited children's social work records rated good or better (<i>11% point drop on Q1 performance, mainly due to vacancies and potentially compounded by budget savings</i>)
2. Economy & Skills	On Track	• BPPM141: Increase the number of organisations in Bristol which are Living Wage accredited (<i>significantly above target - The number of compliant organisations has more than doubled since 2019 (173 to 369)</i>). • BPPM308: Increase number of people able to access care & support through the use of Technology Enabled Care (<i>significantly below target; a TEC representative will now attend future Care forum / panel funding mtgs</i>)
3. Environment & Sustainability	Behind schedule	• BPPM542: Reduce the residual untreated waste sent to landfill (per household) and BPPM544: Reduce total household waste (<i>both significantly better than target, although expected to drop in year</i>) • P-ENV3.2: Deliver a cleaner, more sustainable approach to commercial waste across the whole of the city. (<i>Unfilled vacancies are impacting the size of each phase and affecting the speed at which we can deliver</i>)
4. Health, Care & Wellbeing	On Track	• HCW3.1 Deliver the Fuel Poverty Action Plan and food & fuel poverty resource and information hub (<i>Action Plan now approved, and work to support those most at risk from the cost of living crisis & rise in energy bills</i>) • BPPM291a Number of service users (18-64) in Tier 3 (long term care) (<i>There are c300 more 18-64 year olds in long-term support than 4 years ago; partly due to mental health support during Covid but not only. This rise in cases has significant cost implications</i>)
5. Homes & Communities	Behind schedule	• BPPM307 Independent living through home adaptations (<i>Progress in delivering home adaptations has increased significantly now the team is fully staffed and contractor capacity has significantly increased</i>) • BPPM375 Empty council properties and BPPM374a re-let times (<i>Significantly worse than target; however, the new Contractor framework is going live in Q3, giving a 12% increase in capacity</i>)
6. Transport & Connectivity	Behind schedule	• P-TC3.3 Clean Air Zone (<i>On track for launch end Nov. Required staff and systems in place to process enquiries following initial teething problems</i>) • P-TC1.2 & P-TC1.3 City Region Sustainable Transport Settlement (CRSTS) actions (<i>Responsible Officers to continue to engage with the Administration to clarify where decisions are needed to progress projects</i>)
7. Effective Development Organisation	Behind schedule	• BPPM535: Improve the percentage channel shift achieved for Citizens Services overall (<i>continuing an upwards trend of customers using self-service online</i>) linked to P-EDO2.2 – Improve Council digital services. • Progress Data & Insight, Think Family database and Performance management, inc new corporate scorecard and city dashboard (<i>all 3 actions are behind schedule, with re-structures & funding as issues</i>)
Cabinet Member / Officer Recommendations: 1. That Cabinet note the Thematic Performance Clinic reports and Performance progress, and the measures to address performance issues.		
Corporate Strategy alignment: All Business Plan Performance metrics and actions are designed to demonstrate our progress towards the Corporate Strategy 2022-27.		
City Benefits: Understanding whether BCC is delivering the priority outcomes for the citizens and city as outlined in		

the annual Business Plan will ensure organisational effort can be focussed on benefit realisation.
Consultation Details: Performance progress has been presented to Divisional Management Team (DMT) and Executive Director Meetings, and through the Thematic Performance Clinics prior to the production of this report.
Background Documents: 1. Corporate Performance Reporting - Home (sharepoint.com) 2. BCC Corporate Strategy 2022-27 3. BCC 2022/23 Business Plan 4. BCC 2022/23 Performance Framework 5. 2022/23 Performance Measures and Targets

Revenue Cost	£0	Source of Revenue Funding	N/A
Capital Cost	£0	Source of Capital Funding	N/A
One off cost ☐	Ongoing cost ☐	Saving Proposal ☐	Income generation proposal ☐

Required information to be completed by Financial / Legal / ICT / HR partners:		
1. Finance Advice: There are no specific financial implications as part of the report. Identification and delivery of meeting key performance indicators is a major part of annual service planning including budget setting. Identifying key outcomes and targets should have a significant impact on allocation of resources through annual budget setting process, similarly availability of resources to delivery outcomes will impact the achievability of targets. Performance information should be viewed alongside services financial information and progress of delivery of key projects.		
Finance Business Partner: Sarah Chodkiewicz - 23 November 2022		
2. Legal Advice: Reporting performance against the business plan and corporate strategy assists the Council to comply with its duty to make arrangements to secure continuous improvement in the way in which the Council's functions are exercised, having regard to a combination of economy, efficiency and effectiveness. Any specific legal issues arising from this report will be dealt with separately.		
Legal Team Leader: Nancy Rollason – 23 November 2022		
3. Implications on IT: I can see no implications on IT in regard to this activity.		
IT Team Leader: Gavin Arbuckle - 23 November 2022		
4. HR Advice: There are no direct HR implications arising from the report. However, to achieve the targets proposed resources may need to be deployed differently, and additional resource may be required in some areas.		
HR Partner: James Brereton - 23 November 2022		
EDM Sign-off	All 3 EDMs	23 Nov 2022
Cabinet Member sign-off	CLlr Cheney CMB	28 Nov 2022
For Key Decisions - Mayor's Office sign-off	N/A	N/A

Appendix A – Further essential background / detail on the proposal	YES
Appendix A1: All 7 Thematic Performance Clinic reports combined, with data and actions	
Appendix A2: Short definitions for each Performance metric included on Appendix A1	
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of proposal	NO

Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

Thematic Performance Clinic Report Children & Young People - Qtr 2 (01 Apr '22 – 30 Sept '22)

Report of the Lead Director: Fiona Tudge [Director Children, Families & Safer Communities]

Date: 08 Nov 2022

Actions	Priority Metrics	Outcome Metrics	Overall Progress
Performance			On schedule
82% on schedule or better (9 of 11)	50% on target or better (2 of 4)	100% on target or better (2 of 2)	
Direction of Travel			
0% better than Q1 (0/11) 100% same as Q1 (11/11) 0% worse than Q1 (0/11)	100% improved compared to 12 months ago (1/1)	100% improved compared to 12 months ago (2/2)	

The Thematic Performance Clinic met for Quarter 2 (Q2), on 8 Nov '22. The progress against the relevant actions and metrics listed in the 2022/23 Business Plan for the Children & Young People Theme have been reviewed by the Thematic Lead and this report produced as a position statement at Q2 and intended actions to improve.

1. Theme Actions / Priority Metrics performing well:
- BPOM217 – 17-18 year-old care leavers in EET– The work underway to improve opportunities for care leavers is proving successful, having the highest percentage (at 81%) for 3 years. - BPPM213 – Incidents of serious violence involving children & young people –Safer Options continues to work with and support children and families affected by serious violence. - BPPM257 - Increase the percentage of Family Outcomes achieved through the Supporting Families programme – This has moved from significantly below target to better than target as family outcome plans are achieved. The most challenging outcome is regarding school attendance. - CYP4.3 - Provide evidence-based training programmes to ensure that we offer families the best support so children can thrive – The training programme and the delivery of the training is well underway.
2. Theme Actions / Priority Metrics that are of concern:
- BPPM201 Percentage of audited children's social work records rated good or better– Performance for this quarter has dipped by 11% from Qtr 1 [66%] to 55% up to 30 September '22. The increase in the number of social work records rated 'Requires Improvement to be Good' can be directly correlated with capacity issues within the workforce and a higher vacancy and turnover rate over the past 12 months. - BPPM246 - Percentage of schools and settings rated 'Good' or better by Ofsted (all phases) – In general the LA maintained schools supported by BCC are improving and the Multi Academy Trusts independent of BCC have fallen behind slightly. Work continues with all schools and academies through the Excellence in Schools Group to improve the standards of schools across the city.
3. Performance Clinic Focus points (Agenda):
○ Notes / Actions from Q1 Thematic Performance Clinic ○ Percentage of Family Outcomes achieved through the Supporting Families programme ○ Tackle high levels of absence and suspensions

4. Proposed - Performance Clinic Recommendations / Actions:
Q1 Actions update: 1. Progress against Poverty will be considered at Q3 2. All members of the group have been invited to all future Thematic Performance Clinics to ensure coordinated support and actions for the cross-cutting themes. 3. All but one of the Annual Performance Indicators have an update or an indication of when the data will be available Agreed Actions & dates: • Progress against Poverty will be considered at Q3, as although the data is reported annually, we need to consider together what actions need to be undertaken to progress this priority. • There will be a similar TPC established to specifically focus on Children in Care access to Health Assessments, Dentists and Mental Health and this will be reported back at the next meeting.
5. Items for next Thematic Performance Clinic:
○ Reduce % of children living in poverty (low income families) ○ Other items as Qtr 3 progress report indicates ○ Report back from additional TPC on Children in Care Health
6. Lead Director Comments:
One intended focus for the meeting had been Family Outcomes Plans. However due to a focus on the data and ensuring SMART plans the indicator is now performing well and required less focussed discussion. The meeting focussed on the indicator to tackle high levels of absence and suspensions in school. A detailed presentation was provided by the Head of Service for Inclusive City and Virtual Hope School which gave insight into attendance and gave the opportunity for further analysis and discussion. There are a number of initiatives underway to improve the levels of attendance and belonging in schools across the city. The Bristol Inclusion Panel (BIP) is already having an impact; 90 children were reviewed through the BIP process in Term 1 of 2021 compared to only 20 children in Term 2 this year. The number of suspensions for the first 6 months this year stood at 409 (41 Primary phase & 368 Secondary phase) this figure does not indicate the number of sessions lost or the number of pupils involved. The attendance rate is being closely monitored through the Schools Attendance Network and there is work underway to support senior leaders in schools in their continued professional development. The coming months / year ahead brings opportunities with the Inclusion Summit in February 2023 and the new statutory duties which will include independent schools in the data. Attendance is not solely a school issue, and the clinic raised the importance of partners working together to improve this. Public Health colleagues can contribute by ensuring pupils are physically healthy (immunisation programmes) and emotionally healthy so that they can attend school. Following the clinic there will be a joint meeting with members of the group to progress this targeted work. Fiona Tudge [Children & Families Service]
Date of Thematic Performance Clinic
8 Nov 2022

2022-2023 Children & Young People Actions & Performance Metrics (Qtr 2 Progress)

Theme 1: Children & Young People

A city where every child belongs and every child gets the best start in life, whatever circumstances they were born in to.

CYP	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
PERFORMANCE METRICS Page 426	BPOM211	Reduce % of children living in poverty (low income families)	Children Families & Safer Communities		Data not due Annual Target 34%		
	BPOM215	Reduce incidents of domestic abuse involving children	Children Families & Safer Communities		Data not due Establish Baseline		Children social care work with the police daily to triage referrals where children have been affected by incidents of domestic abuse in their family to ensure there is rapid response to ensuring safety and support. This year we are also piloting implementation of Safe and Together with colocated domestic abuse practitioners within child protection teams working with a whole-family response to domestic abuse. Bristol have partnered with Next Link and been successful in bidding for additional investment in services for children affected by Domestic Abuse. This service will go live in Q3 22-23.
	BPOM217	Improve the % of 17 - 18 year old care leavers in EET (statutory return - recorded around birthday)	Children Families & Safer Communities		Better than target Quarter 2 Actual 81% Annual Target 74%	↑	Of the 27 Care Leavers aged 17 and 18 whose birthdays fell in the report period 1 Apr 2022 to 30 Jun 2022, 22 were EET at the time of the 'Birthday Contact'. This measure does not include 2 young people who are recorded as being Returned Home or Deceased. There is a senior Personal Assistant leading on EET activity for care leavers and we are working with stakeholders and partners and the virtual school to improve opportunities for our children and young people. Mental and emotional wellbeing and increased complexity can impact on our young people's ability to access EET.
	BPOM220	Increase the number of new specialist schools places available	Education & Skills		Data not due Annual Target 240		A cabinet paper was approved on 6th September with finances to progress with works to increase the number of specialist places available. From phase 1 of the project, 24 places are currently in delivery and will be complete by November. A further 12 will be delivered in April 2023. Phase 2 is underway, with 20 places delivered already, and surveys are currently being procured for each site. Negotiation is underway with schools who will be involved in phase 2, and there have been some issues with secondary mainstream schools not wanting to open resource bases as this will have an impact on their results. This has been a barrier and we are opting to work with special schools to mitigate this. We need a substantial number of secondary specialist places created in phase 2 to meet the needs of the city. We are on target to exceed 450 specialist provision places by 2024.
	BPOM230b	KS2 - increase the % of disadvantaged pupils at KS2 achieving the expected standard in RWM	Education & Skills		Data not due Establish Baseline		This data remains provisional. The impact of Covid and the assessment system means it is challenging to make any comparisons with previous data (2019). However, performance gaps for disadvantaged pupils continues to be a priority focus for schools and trusts.
	BPOM231d	Key Stage 4: Attainment 8 - Reduce the Points gap between the Disadvantaged and Non-Disadvantaged	Education & Skills		Data not due Establish Baseline		This data is not yet available. This will be reported in Quarter 3.

	BPOM253	Reduce the percentage of children with excess weight (10-11 year-olds)	Communities & Public Health		Data not due Annual Target 38%		The latest NCMP data for children measured during the last academic year (2021/22) is due to be released end of November 2022.
	BPOM263	Improve the % of 16 /17 year olds (Academic Age) meeting their duty to participate in EET (Sept Gua)	Education & Skills		Better than target Annual Actual 93.9% Annual Target 93%	↑	This annual figure is reported in Qtr 2. The team have worked hard to record Sept Guarantee and resolved issues with the system to ensure that the young people's Sept Guarantee has been recorded. Year 11 Sept Guarantee is 98.1% & year 12 is 89.4%. We are still working on this number and making contact with young people to get an update on destinations.

CYP Priority 1: 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.

CYP1	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
Page 427 ACTIONS	P-CYP1.1	Keep children and young people safe in all settings and promote their wellbeing by working closely with the Keeping Bristol Safe Partnership. We will do this by rolling out Trauma-Informed Practice, working with City Partners to reduce violence and building on our knowledge of what works by learning from best practice and peers	People - Children, Families Community Safety		On Track		Bristol has been awarded £500k Section 256 grant over two years to embed trauma informed practices across three key areas; Training and Workforce Development (multi-agency), commissioning, and communication and resources. A Lead Commissioning Manager for Trauma-Informed Practice has been recruited and will be in post from November. They will bring additional capacity to drive this approach. Training continues to be delivered with an Introduction to Adversity and Trauma multi-agency training offer published until July 23. A coordinated corporate approach to internal training will be developed as part of the Common Activities Programme which will better support collation of data for training uptake for our establishment.
	P-CYP1.2	Support and welcome newly arrived children, including refugees and unaccompanied asylum seekers to our city. We will find suitable accommodation, or foster carers within the city and develop clear processes and pathways to ensure every child is safe, nurtured and has timely access to education provision	People - Education & Skills		Behind Schedule		The processes and pathways are now established and working well. There is still some difficulties with securing foster carers and suitable accommodations but this is on-going with social care partners to increase availability
	P-CYP1.3	Increase apprenticeships across the City and within the Council targeted towards children and young people in care and care leavers.	Resources - Workforce & Change		On Track		Apprenticeships vacancies across Bristol are regularly shared with social workers, family in focus and Hope Virtual School through the 'Into Learning' Teams Channel. On Site Bristol has 2 Care Leavers commencing construction apprenticeships in Q3.

PERFORMANCE METRICS	BPPM201	Percentage of audited children's social work records rated good or better	Children Families & Safer Communities		Significantly Worse than target Quarter 2 Actual 55% Annual Target 70%		55% of children's records audited in this quarter were graded good and outstanding. Since the launch of the Improvement Plan following the OfSTED inspection, in Quarter 2 18-19 the trend has been towards an improvement in the quality of practice sampled across the service. This quarter has been a 11% drop on the quality of the practice graded Good or Outstanding and as this quarter there is a much higher volume of audits, statistically this result is more reliable than the findings from the previous quarter. Overall the trend in increasing rates of Requires Improvement graded audits has correlated with increasing turnover and vacancy rates across the service. This has presented as an organisational trend and suggests that the most significant barrier to providing Good and Outstanding service to children and families currently is Workforce Sufficiency and stability.
	BPPM203	Increase % of workforce trained to be trauma and adversity champions	Children Families & Safer Communities		Data not due Establish Baseline		Bristol has been awarded £500k Section 256 grant over two years to embed trauma informed practices across three key areas; Training and Workforce Development (multi-agency), commissioning, and communication and resources. A coordinated corporate approach to internal training will be developed as part of the Common Activities Programme which will better support collation of data for training uptake for our establishment. Training continues – Introduction to Adversity and Trauma multi-agency training offer published until July 23, and commissioning manager post is starting in November 22 who will bring additional capacity to rolling out the introductory training.
	BPPM213	Reduce incidents of serious violence involving children and young people	Children Families & Safer Communities		Significantly better than target Quarter 2 Actual 435 Annual Target 975		Rate of serious violence incidents remains lower than target. This is particularly positive over the summer period which is usually a peak for serious violence incident. The work of Safer Options continues to provide a public health and contextual safeguarding response and this appears to be having positive impact.

CYP Priority 2: Supported to thrive

Children, young people, parents, and carers have access to and benefit from lifelong services – such as family hubs, parenting and community learning courses and youth zones – that support them to thrive.

CYP 428	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-CYP2.1	Deliver a Youth Zone in the south of the city which will offer access to more than 20 activities per night, for children and young people including football, boxing and climbing, to creative arts, music, drama and employability training	People - Children, Families Community Safety		On Track		the Decision Pathway Report has been delayed until January 2023 because there has been uncertainty over where the Community Infrastructure Levy and Capital would be found. Work has progressed and there will now be further consultation with residents because work will need to come through their neighbourhood. No delay to start date as yet.
	P-CYP2.2	Provide early help to families through newly formed family hubs, which will be physical and virtual spaces in our communities where children (aged 0–19, up to 25 years old with special educational needs and disabilities) and families can access early help from a variety of agencies	People - Children, Families Community Safety		On Track		Cabinet approval to sign up to DfE/DHSC funded Family Hub and Start for Life Programme granted in September 22. Sign Up application submitted to DfE with high level milestone for opening 3 Family Hubs by June 23. Programme Manager allocated 0.5 fte to programme. Workstream leads identified and delivery plan in development. Awaiting Memorandum of Understanding and allocation of funding.
	P-CYP2.3	Target support to children and young people in need, by reviewing and delivering bespoke Youth Services, Short Breaks for Disabled Children, Home to School Travel and Alternative Learning Provision.	People - Children, Families Community Safety		On Track		The Home to School Travel Framework has closed first round entries and due to commence January 2023. Co-production almost complete for youth services and agrees grant process with area based plans. Alternative learning provision framework in place and currently transition Short breaks is re-commissioning at present.

PERFORMANCE METRICS	BPPM247	Increase % of Family Outcomes achieved through the Supporting Families programme	Children Families & Safer Communities		Better than target Quarter 2 Actual 69.3% Annual Target 65%		The focus on accurate recording and SMART action plans has resulted in improvement in outcomes in all areas. The data shows the proportion of families working with our Families in Focus services who have achieved positive outcomes through their plans. 73% of families achieved a reduction in crime/or anti-social behaviour; 60.3% achieved educational outcomes; 75.4% achieved outcomes relating to accessing help; 62.5% improvements in reduced domestic abuse; 71.8% achieved improved health outcomes. The most challenging area for families to achieve improvement is school attendance. This has significantly improved this quarter and continues to be an area of focus.
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CYP Priority 3: Equity in education

Help improve educational outcomes, value diversity, and reduce educational inequality at all stages of education. Work with education providers to become an inclusive, zero-exclusion city, making sure high-quality specialist provision is effectively targeted. Ensure that the education system can meet the needs of COVID-19 recovery and provides children and young people with the academic, social, and emotional development they need.

CYP3	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
Page 429 ACTIONS	P-CYP3.1	Work with partners across the city to ensure that every child benefits from high quality education. Raise standards across Bristol schools, ensure that we meet or exceed the national average for Ofsted ratings that at least 86%* of Bristol schools attain Good or Outstanding ratings, by examining performance data for schools and creating improvement plans to improvements to education outcomes	People - Education & Skills		On Track		Excellence in Schools group has identified key priorities for 2022-23 which will be communicated to schools and settings and be tracked through the academic year. Workforce development plan in place to improve the leadership and capacity of schools with SEND. Maintained school improvement offer now in place, working with schools on a locality basis. Initial performance review and data meeting with schools planned for term 2. Belonging in SEND programme in place, supporting schools to work collaboratively on inclusive, evidence based interventions. Analysis of inspection reports indicates: In the calendar years 2018 and 2019 (pre-covid) there were 39 inspections carried out across primary and secondary schools. 14 (36%) of these schools had SEND identified as an area for improvement. Since 2020 of the 47 inspections across primary and secondary schools, only 4 (3.76%) of these schools had SEND identified as an area for improvement.
	P-CYP3.2	Tackle high levels of absence and suspensions through the delivery of the Belonging Strategy and improved provision for special educational needs. This will improve outcomes and inclusion across the city’s schools and reduce inequality amongst pupils.	People - Education & Skills		Behind Schedule		There is progress being made towards the DfE Attendance action plan. The communication with schools is established and embedded. The is consistently good attendance at the Term 1 Attendance Briefing (100 delegates) and this is similar to the engagement for the 3 times a year Attendance Network Meetings. The new locality base attendance networks are now being established and work is starting to support special school colleagues thought this needs developing. Progress is slow on the implementation of the "Working Together to Improve School Attendance" as staffing is finalised. Overall suspension rates between 2020/21 and 2021/22 were static but there was a 6% decrease in suspensions for CYP with EHCP in 2021/22. However, there was a 3% increase for children with SEN support. Overall absence rates are still high but the gap has closed as we remain stable but other authorities dip. There is still a lot of work happening around support of the Afghan and Ukrainian families happening but this is working well. Work is happening widely to support the Belonging Strategy and reduce the use of suspensions. However, despite buy in from the settings the data showing improvement is slow to be realised. There are signs we will be on track soon but without the data showing improvement - we remain 'behind schedule'

	P-CYP3.3	Deliver improvements for children and young people with special educational needs and disabilities (SEND) and care leavers; by working with schools and settings to become more inclusive and increasing the amount and range of specialist provision across Bristol to reduce the number of children with SEND using alternative provision	People - Education & Skills		On Track		Cabinet paper has been agreed and phase work one underway and phase two process now in progress. Work continues with partners to ensure we identify needs early and early intervention reduces the reliance on Alternative Learning Provision (ALP) - in line with the green paper.
PERFORMANCE METRICS Page 430	BPPM244a	Reduce the number of suspensions from Primary Schools	Education & Skills		No Target Quarter 2 Actual 41 Establish Baseline		Please note the data used is based on local data collection as is currently not available from all schools due to technical and permissions issues, therefore the figures presented are likely to be an under representation. Also, the recording of numbers of suspensions does not take into account the number of sessions lost and the number of pupils involved. In addition the figures recorded show formal suspensions and do not take into account other alternative sanctions. Further the number of suspensions does not reflect the rate of suspensions which would reflect the size of the population upon which the figures are based.
	BPPM244b	Reduce the number of suspensions from Secondary Schools	Education & Skills		No Target Quarter 2 Actual 368 Establish Baseline		Please note the data used is based on local data collection as is currently not available from all schools due to technical and permissions issues, therefore the figures presented are likely to be an under representation. Also, the recording of numbers of suspensions does not take into account the number of sessions lost and the number of pupils involved. In addition the figures recorded show formal suspensions and do not take into account other alternative sanctions. Further the number of suspensions does not reflect the rate of suspensions which would reflect the size of the population upon which the figures are based.
	BPPM246	Increase percentage of schools and settings rated 'Good' or better by Ofsted (all phases)	Education & Skills		Worse than target Quarter 2 Actual 80% Annual Target 86%	↑	The percentage of Schools rated ‘Good’ or ‘Better’ by Ofsted stands at 80% this quarter (slightly up on the same period last year). Ofsted activity has now returned to levels anticipated to ensure all schools will be included in the 4 year inspection cycle by 2024. At present 89% of primary schools are rated ‘Good’ or ‘Outstanding’, with 86% of secondary Schools and 64% of Special Schools and Pupil Referral Units achieving this standard. In general the LA maintained schools, supported by BCC, are improving and the Academies, independent of BCC, have fallen behind slightly. We continue to work with all schools and academies, through the Excellence in Schools Group, to improve the standard of schools across the city.

CYP Priority 4: 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.

CYP4	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-CYP4.1	Work with partners to join up activity and offer employment support and work experience for young people not in education, employment or training (NEET), migrants, refugees, asylum seekers and others experiencing poverty. Including, actively support individuals to transition into quality post 16 destinations	People - Education & Skills		On Track		We are continuing to work closely with internal and external teams and sharing as many opportunities as possible for young people in Bristol. This has included the Youth Justice Team, Creative Youth Network, 16-25 Independent People and the Princes Trust. A successful 'Meet the Provider' Event was held on September 14th at South Bristol Skills Academy providing frontline workers with an opportunity to find out about post 16 opportunities for young people. Two Learning Mentors who work with young parents have joined the Post 16 Team, transferred from the Hospital Education Service. The Post 16 Team have also been contributing to the recommissioning of the Targeted Youth Support contract with a view to improving Bristol's statutory NEET/Not Known performance from 2023/24.
	P-CYP4.3	Invest in our social workers by providing new evidence-based training programmes to ensure that we offer families the best support so children can thrive	People - Children, Families Community Safety		On Track		Bristol's systemic social work training course has continued this quarter with expert practitioners beginning their Level 2 training in key roles across the workforce. Bristol is a pilot site for a multi-agency training programme in Systemic practice within SEND. This has been delivered across the partnership through an innovative programme leading the way in developing systemic practice nationally. Internally Bristol's Children's Workforce team has begun delivering a taster programme of systemic training to practitioners locally and across the partnership to complement external training delivery with an in house offer. This quarter we have launched engagement with the National Firstline social work programme with our first cohort engaging with this national workforce development programme.

Thematic Performance Clinic Report

Economy & Skills - Qtr 2 (01 July '22 – 30 Sept '22)

Report of the Lead Director: Christina Gray [Director – Public Health & Communities]

Date: 09 Nov 2022

Actions	Priority Metrics	Outcome Metrics	Overall Progress
Performance			On schedule
92% on schedule or better (12/13)	50% on target or better (5/10)	100% on target or better (3/3)	
Direction of Travel			
0 improved since Q1 12 are the same as Q1 1 is worse than Q1	56% improved on 12 months ago (5/9)	100% improved on 12 months ago (3/3)	

Overall progress is given as behind schedule due to 4 of the 10 Priority Metrics being 'significantly worse than target'. The Thematic performance clinic met to review progress against the relevant actions and metrics listed in the 2022/23 Business Plan. In addition to detailed notes, the key findings with summary from lead Director, are:

1. Theme Actions / Metrics performing well:
BPPM141: Increase the number of organisations in Bristol which are Living Wage accredited is performing 'significantly better than target'. The number of compliant organisations has more than doubled since 2019 (173 to 369). BPPM506: Increase the level of Social Value generated from procurement and other Council expenditure. This is the first year that we have reporting a monetary figure against this measure, but so far progress is better than anticipated. - The Action (P-ES2.2) around 'supporting businesses, social enterprises and cultural organisations to become more resilient, sustainable and better placed to win contracts and investment' is progressing well, with 233 entrepreneurs and businesses supported this quarter.
2. Theme Actions / Metrics that are of concern:
- There have been delays in progressing the Action (P-ES2.1) which relates to 'commissioning a new Employment Land Strategy to shape the Strategic Development Strategy and Local Plan.' BPPM263a: Reduce the % of young people of academic age 16 to 17 years who are NEET & destination unknown is showing as 'significantly below target'. This metric appears as though it could be profiled better throughout the year, as historically there is a dip in quarter 2 performance which is not reflected in the target. To discuss at the Clinic alongside the related BPPM270: Increase experience of work opportunities for priority groups, which is also significantly below. BPPM266: Increase % of adults with learning difficulties known to social care who are in paid employment is showing as 'significantly below target'. A discussion around this is being held at the Clinic alongside the following metric: BPPM308: Increase number of people able to access care & support through the use of Technology Enabled Care is the last of the 4 Economy & Skills related metrics showing as 'significantly below target'. This is seemingly at odds with the related Action (P-ES5.2) - 'Increase access to technology enabled care and maximise the use of digital technology to support people to live independently at home', which is showing as 'on track'.
3. Performance Clinic Focus points (Agenda):

- Discuss key metrics **BPPM270** - *Increase experience of work opportunities for priority groups* and **BPPM263a** - *Reduce the % of young people of academic age 16 to 17 years who are NEET & destination unknown*.
- **BPPM266** - Increase % of adults with learning difficulties known to social care who are in paid employment and **BPPM308** - Number of people able to access care & support through the use of Technology Enabled Care (TEC). Also referencing Action **P-ES5.2** re progress of the TEC 2 project.

4. Performance Clinic Notes / Recommendations / Actions:

NEET and Priority groups

‘Bristol Works’, a programme established through the Learning City Partnership to help meet one of the Mayor’s manifesto priorities, providing inspirational experience of work for young people who are most at risk of becoming NEET. Last year, this included over 6,000 experiences of work provided by 100 pledged employers for students aged 11-16 in priority schools and other education settings. The relevant team are pushing hard to get funding through WECA for this work as there is no core funding through BCC. There has been some delay in achieving the KPI target this year due to issues with recruiting to 5 new posts. Successful appointments have recently been made into three of these posts and we anticipate that work will now accelerate, with the summer term always the busiest period for the team. The Bristol WORKS team works closely with the Hope Virtual School to allocate career coaches who provide 1-to-1 mentoring support over 5 years to children in care.

It was acknowledged that a re-profiling of the Q2 NEET/Not Known target would help better frame this metric (NEETs) throughout the year, as there is always a significant drop off in the quarter covering the school summer break. The current NEET figures includes 143 young people who have dropped out of post 16 courses they started in September. We need 16 providers like the City of Bristol College (CoBC) to be more flexible in terms of having a rolling intake – at the moment, if you drop out of a one or two year course, you have to wait a long time to re-enrol, and this doesn’t always help those who are most in danger of falling through the gaps. Senior officers from BCC recently met with the Interim College Principal and Chair of Governors and there was agreement that both organisations would benefit from a high-level Partnership Agreement that outlines clearly the urgent priority areas for collaboration which will include Post 16. This work is scheduled to begin in December.

NEET Transition Panels have been set up for priority groups of young people – including young people engaged with the Youth Justice System and young people who attending Alternative Learning Providers. This provides a detailed focus on individual cases where young people are NEET to provide the right support to help find them a post 16 place and get them back on track.

Action – Adapt the NEET/Not Known KPI indicator and quarter targets so they better reflect the annual pattern of participation. **This was achieved as a result of discussion at People EDM (23/11/22)**

Action – BCC to work with CoBC on a draft Partnership Agreement and the draft to be shared and discussed at a future Clinic.

Technology Enabled Care (TEC)

It was noted that referrals from Adult Social Care (ASC) have so far this year been lower than expected, however there is a dedicated PMO Project Manager liaising with ASC to increase referral numbers from their operational teams.

As part of the current ASC deep dive in respect to reducing expenditure, any new costs will need to be signed off by a Case Discussion Forum Plus (CDF+) panel, which currently has circa 100 applications a week. All new case proposals must answer a question about whether TEC has been considered as part of the care plan. It was suggested that a Single Funding Panel should necessarily have a representative from TEC sitting on it, as savings attributed to this mechanism were potentially being missed.

Action – Ensure that a TEC representative was present at all CDF+ panel funding discussions.

Action – Update SPAR.net with further comments relating to the savings that TEC can bring.

BNSSG

Issues were noted with the Bristol, North Somerset and South Glos (BNSSG) ICB Digital Board in that we were only able to move as quickly as the slowest member of the group. It was agreed that Bristol City Council has an opportunity to instigate a strategic conversation with the Director of BNSSG around this to help progress technology enabled care.

Action – BCC to raise this with the Director of BNSSG.

Bristol Waste laptop contract

Action - Investigate further around the contract with Bristol Waste for them to distribute 3,000 reconditioned BCC laptops to those most in need across the city. It looks as though only around half (1,500) of these have been delivered so far. Where are the blockages?

Action - Set up a KPI on SPAR.net so we can continue to track progress against this measure each quarter.

Employment Support Panel

Although the Education & Skills element of this is progressing well, performance from ASC could be improved somewhat, in respect to key metric - BPPM266 - Increase % of adults with learning difficulties known to social care who are in paid employment.

Action - Progress establishing an Employment Support panel with Adult Social Care. Speak to relevant Director to establish the Panel; also to put forward names of individuals to sit on it.

5. Items for next Thematic Performance Clinic:

- **BPPM224** Percentage of Childcare (non-domestic) settings rated good or better by Ofsted. Just to note that this is heading in the wrong direction, albeit with a 95% outturn. One to keep an eye on.
- Looking at the positive success of **BPPM141: *Increase the number of organisations in Bristol which are Living Wage accredited*** to see if there is any collective learning that can be achieved.

6. Lead Director Comments:

- There is evidence of close collaboration in relation to priority groups and employment and training and it is expected that metrics will improve in the next quarter. As there is a seasonal aspect to the outturn it is recommended that the quarterly targets are reprofiled.
- The low referral rate by ASC into tech care presents a problem and an opportunity. Embedding tech care into ASC panels and having a digital by default approach is recommended. £300,000 savings made with progress so far.
- Bristol Waste laptop repurposing target to be added to the technology section of this report for future quarterly reporting.

Christina Gray; Director – Public Health & Communities (Director lead for Economy & Skills)

Date of Thematic Performance Clinic

9 Nov 2022

2022-2023 Economy & Skills & Performance Metrics (Qtr 2 Progress)

Theme 2: Economy & Skills
Economic growth that builds inclusive and resilient communities, decarbonises the city, and offers equity of opportunity.

ES	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
PERFORMANCE METRICS Page 435	BPOM041	Improve the overall employment rate of working age population	G&R - Economy of Place		Better than target Quarter 2 Actual 82% Annual Target 76%	↑	Further increase of employment rate on previous quarter (79.8%) due to a very active labour market with staff shortages etc
	BPOM105z	Track out of work benefits claimant rate	Education & Skills	Not calculable	Not calculable Quarter 2 Actual 3.4% Annual Target Not Set		So far we have not seen a spike in unemployment through the cost of living crisis, however we are keeping an eye on this as the rising cost of energy, raw materials, finance and labour impacts the many SME's across Bristol. We are working closely with the One City and One Council approaches to mitigate the impact upon Bristol citizens. Anecdotaly we have not seen significant impacts at this stage and the DWP have not reported any redundancies to us. Our current suite of employment support programmes are running to profile, however we have also expanded our offer to include Homes for Ukraine support for their job seekers.
	BPOM222	Increase the take-up of free early educational entitlement by eligible 2 year olds	Education & Skills		Better than target Annual Actual 71% Annual Target 66%	↑	There has been an increase in the number of children taking up their offer due to strategies we have implemented. This has significantly narrowed the gap with the national average at 72%. Local intelligence is informing us that there could be issues with available places in the autumn term due to the significant challenges early years settings are facing in relation to staffing recruitment and retention. We will be monitoring this closely.
	BPOM269	No of adults aged 19+ who progress from all employment support activities into employment or better	Education & Skills		Better than target Quarter 2 Actual 370 Annual Target 705	↑	Bristol currently benefits from a buoyant labour market and this is reflected in all into work targets across our programmes. Our Future Bright in work support programme is at 126% of improved income targets and is one that has seen particularly strong growth in the last two quarters. This quarter we have benefitted from 11 community based jobs fairs and advice days attended by nearly 1,000 people and 87 employers, some of which were able to fill vacancies on the day through the provision of confidential space to undertake job interviews.
	BPOM438	Increase the % of people living in deprived areas who have access to the internet at home (QoL)	Resources - Policy Strategy & Digital		Data not due Annual Target 91.5%		
	BPOM505	Percentage of procurement spend with 'Small and Medium sized Enterprises' (SME's)	Resources - Finance		Data not due Annual Target 56%		Strategic Procurement and Supplier Relations Service consulted on ways in which procurement processes can be made more accessible to a more diverse range of businesses and VCSEs. These initiatives have already resulted in changes to commissioning processes and social value evaluation, and further actions will continue to be implemented in FY22/23.

ES Priority 1: Regeneration

Enable the growth, development and regeneration of the city in an inclusive, sustainable, healthy and resilient way. Attract investment, develop growth sectors to create and retain decent jobs, and improve access to opportunities afforded by regeneration for disadvantaged areas and groups of people. Work to future-proof the city through sound spatial planning and progress the Temple Quarter Enterprise Zone as one of the UK’s largest regeneration projects.

ES1	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-ES1.1	Deliver large-scale investment regeneration projects - to deliver new jobs, homes and improvement in places, such as Temple Quarter Western Harbour, Frome Gateway and Whitehouse Street. To do this we will work with local communities, other teams, city partners, developers, and government utilising a range of design methods and products which will create sustainable, inclusive and healthy communities.	G&R - Economy of Place		On Track		WECA funding has been secured to develop a Strategic Outline Business Case to secure funding for the next phase of Western Harbour. Cabinet approval has been secured to enter into a legal agreements with WECA and Homes England to drawdown and spend £94.7m and the legal agreement with L&G has been signed on Temple Island. Spatial frameworks are being developed at Whitehouse Street, Frome Gateway and City Centre. The regeneration of Bedminster Green is underway with developments and infrastructure projects on site
	P-ES1.2	Support the renewal and recovery of the high streets and the city centre by providing advice and guidance, promotions and communications campaigns, landscaping, events and cultural programmes and deliver the city-wide vacant property grants scheme.	G&R - Economy of Place		On Track		Across our City Centre and High Streets service - 558 business have been visited and 74 referrals have been made to other business support services, including the Growth Hub, YTKO, Living Wage. Our business newsletter is being sent to 2,616 recipients on a weekly basis, we have 23,288 social media followers on Shop Local Bristol (Twitter, Facebook and Instagram) and our Where’s It To campaign website has received 16,108 unique visits since Nov 2021. We have been working with businesses to access our vacant commercial property grant scheme and 50 applications have been approved to date. 12 City Centre culture and event activities have been delivered to date, examples include Night Markets at St Nicholas, Jubilee Picnic on College Green, Little Amal in Old City/King Street, Light Festival across city centre, Overstory in Broadmead, Luminarium on College Green, Green Markets in Broadmead. Monitoring information received for 6 events so far suggests generation of 57,742 visits and an estimated £1.2m of additional spend, supporting 97 paid creative/event professional jobs.

ES Priority 2: Access to employment

Lead partners in developing skills and routes into employment that tackle structural inequality. Plan for how the economy will change in the future and support people to access good jobs whatever their formal level of qualification. This applies whether people are starting out, re-entering or migrating into the job market, or changing roles and needing new skills.

ES2	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-ES2.1	Commission a new Employment Land Strategy to shape the Strategic Development Strategy and Local Plan. This will involve working with property, planning and regeneration teams to ensure that the city has the employment space it needs to meet new demands following the impact of COVID-19, changes in the economy, climate and ecological emergencies and competing pressures for land use, such as housing.	G&R - Economy of Place		Behind Schedule		The ELS brief needs to be reviewed to ensure it meets local plan needs. Linked to this is a discussion with procurement on agreeing milestones for commissioning the strategy.
	P-ES2.2	Support businesses, social enterprises and cultural organisations to become more resilient, sustainable and better placed to win contracts and investment, through provision of advice, guidance, local support, communications and signposting.	G&R - Economy of Place		On Track		The two main enterprise support services for South Bristol and North and East Bristol continued on track and picking up on delivery momentum over Q2. Key outcomes reported for the North & East Bristol programme were: 233 entrepreneurs and businesses supported, 12 new business starts registered, 32 new jobs created. Data for South Bristol is due at the end of Oct. Delivery partners continue to promote best environmental practices to new and existing business clients, carbon audit and grant support available from WECA and the One City Climate Ask initiative.
	P-ES2.3	Create more jobs and skills training in construction through the new Building Bristol initiative, which ensures all new large developments create green and sustainable opportunities	People - Education & Skills		On Track		There has been further positive development of the Building Bristol Board - three new development organisations have put forward senior representatives and one has agreed to act as the Board Chair. There has been positive interest from developers already operating in Bristol who are keen to get on board with Building Bristol to help develop social value programmes. The Board is working towards providing a strategic partnership forum for both City Leap and also the Temple Quarter Enterprise Zone initiatives to provide updates on employment and skills and also to obtain support and buy in from Board members. Some initial promotional photographs and a Building Bristol Mayoral blog is being prepared as part of a soft launch of the programme. ranging engagement activity underway this quarter.
PERFORMANCE METRICS	BPPM263a	Reduce the % of young people of academic age 16 to 17 years who are NEET & destination unknown	Education & Skills		Worse than target Quarter 2 Actual 9.2% Annual Target 5%	↑	Quarter 2 is during the summer where we have the highest percentage of young people who would be recorded as being lapsed due to the bulk upload of the data. Most programmes ended in July so when we recorded this information the Young People would have become lapsed. We have not submitted Sept data yet as we have until the end of Oct to record information and we are currently finalising the enrolments coming through so there will be a spike in the number of young people who are NEET and where the current situation is not known.
	BPPM265a	Increase the amount of Bristol City Council Apprenticeship Levy spent	Resources - Workforce & Change		Better than target Quarter 2 Actual £569,725 Annual Target £1,100,000	↑	Q2 saw a slight reduction in rate of levy spend as a result of apprentice completions and depressed numbers of programme starts. Q3 showing potential to reverse this trend but BCC is reliant on timely administration of claims to avoid a slight deficit to target by end Q3 with end of year predicted to be on target in light of planned starts known levy sharing commitments.
	BPPM266	Increase % of adults with learning difficulties known to social care who are in paid employment	Education & Skills		Significantly Worse than target Quarter 2 Actual 4.6% Annual Target 7%	↓	There have been issues of how this is being currently collated and calculated which led to a dramatic fall of over 2% when the figures were re calculated. Our WE WORK for Everyone specialist employment support programme continues to exceed job outcome profiles, but this has not been reflected in this particular KPI. This indicates that there is a fundamental flaw in the data collection process which we are seeking to resolve. Furthermore, we are working with Adult Social Care to implement a "Team around the Person" approach to supporting their clients into paid employment.

PERFORMA	BPPM268	Increase the number of adults in low pay work & receiving benefits accessing in-work support	Education & Skills		Better than target Quarter 2 Actual 453 Annual Target 885	↑	Future Bright, our in work support programme for people on low incomes, is currently out performing it's referral targets and is delivering strong results. Furthermore we are in the process of launching our Inclusive Career Pathways programme which will promote careers within the health and social care / parks and green spaces sectors. In ramping up this programme we have established strong links with a range of employers to promote engagement with the project.
	BPPM270	Increase experience of work opportunities for priority groups	Education & Skills		Significantly Worse than target Quarter 2 Actual 1,328 Annual Target 6,200	↓	As anticipated, this quarter is our quietest of the reporting year. This is due to the conclusion of projects at the end of the school year, the six week school holidays and schools returning in September meaning delivery starting a couple of weeks after this point. This number also does not reflect the inclusion of the work our delivery partner Sixteen is doing as the first reporting period is Quarter 3. As part of the number completed, 406 reflected core WORKS delivery across mainstream and special schools, 54 as part of our curriculum work with those at risk of becoming NEET (not in education, employment or training), 43 through career coach (supporting children in care) and 70 via our work in other local authorities supporting young people within an alternative learning setting. Within this, we have supported 37 young people on work experience which is higher than usual due to the school work experience weeks. We currently have 5 vacancies still within the team that need to be filled which will help improve our capacity in reaching our proposed targets. There is a significant amount of delivery booked in for next term but will rely upon full health of the 1.5 members of the delivery team as well as recruitment to be filled.

ES Priority 3: Good growth

Help create inclusive, sustainable, and resilient economic growth, positively influencing wider economic systems. Work towards making Bristol a real living wage city with access to decent jobs for all. Secure social value and community benefits from growth and development, while using our direct power as a funder and buyer to embed social value and tackle inequality. This includes co-developing the voluntary, community and social enterprise (VCSE) sector, cultural sector, and community capacity.

ES3	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-ES3.1	Drive sustainability through the council’s procurement and commissioning supply chain and processes to help the council promote the voluntary, community and social enterprise sectors and achieve its carbon neutral, climate and ecologically resilient and wildlife rich city by 2030. Deliver training and market awareness to ensure these processes are fully embedded in existing and new contracts.	Resources - Finance		On Track		Pilot is continuing. Sustainability Assessment Questionnaires now completed for all tender processes. Sustainable procurement criteria added to all tenders where relevant and evaluated. All suppliers requested to complete feedback questionnaire after bidding to gauge market readiness and ease of tender process. Mandatory training now includes sustainability e-learning for all budget holders and contract managers.
	P-ES3.2	Drive inclusive growth and deliver social value through maximising opportunities for local skills, training and job creation arising from new development through the planning process.	G&R - Economy of Place		On Track		Strategic City Planning tracking implementation of guide with a view to developing approach further through forthcoming local plan.
	P-ES3.3	Building on our learning from the pandemic and the needs of the city and its citizens – including pressing environmental and social issues – develop new approaches to creating and encouraging economic growth that is both sustainable and inclusive. Write a plan that describes our needs, aims and how to achieve them alongside our communities, partners and other stakeholders.	G&R - Economy of Place		On Track		First meeting of the working group was held in September, presented the strategic framework and start of an evidence base to support the plan. Agreed to set up workshop sessions to focus on social value linked to regeneration and Building Bristol. Agreement to be reached on the period the plan will cover and process for finalisation.
PERFORMANCE METRICS	BPPM103	Black Asian and minority ethnic-led businesses supported	G&R - Economy of Place		Significantly better than target Quarter 2 Actual 154 Annual Target 262	↓	Q1 - North East and South Bristol Enterprise Support BAME clients - 75 Q1- Black South West Network (BSWN) @ Coach House BAME clients - 79
	BPPM141	Increase the number of organisations in Bristol which are Living Wage accredited	G&R - Economy of Place		Significantly better than target Quarter 2 Actual 369 Annual Target 361	↑	The number of Bristol workplaces that are real Living Wage accredited is 369, with over 42,000 people working in them. This is almost 200 more than in 2019 (when there were only 173). Almost 4,000 people have had pay rises up to the real Living Wage agreed, which will add an additional £1.7m to the local economy each year. This is particularly valuable in areas of the city dominated by low incomes.
	BPPM506	Increase the level of Social Value generated from procurement and other Council expenditure	Resources - Finance		Better than target Quarter 2 Actual £1,689,100 Annual Target £3,059,000		BCC use the National TOMs methodology to quantify additional Social value associated with contracts let by the council. The £1,689k figure is calculated by comparing the amount of social value that had been verified as having been delivered through our contracts as of 1st October (£9,590k) with the amount that had been verified as having been delivered on 1st April (£7,901k).

ES Priority 4: Childcare

Help parents and carers to access and stay in employment and/or education by developing a city-wide approach to increasing the availability of quality affordable community and workplace-based childcare.

ES4	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-ES4.1	Secure Free Early Education Entitlement provision for all eligible children (Eligible 2-Year-Olds and all 3- and 4-Year-olds.	People - Education & Skills		On Track		Two year old take up has been maintained at 71%. The impact of recruitment and retention pressures has not, as yet, impacted on take up or provision. Three and four years olds are take up is currently 90%. Work is continuing to support and target families to ensure take up is sustained.
	P-ES4.2	Secure sufficient childcare for working parents, or parents in education and training by reviewing latest census data to ensure sufficient places available in each ward and promoting childcare to eligible families for 2,3 and 4 year old provision.	People - Education & Skills		On Track		The number of settings overall has remained stable. We have had a very good response from parents (800+) to the childcare sufficiency assessment survey that closed on 30th September. It is currently being analysed and will be reported back to the sector in January 2023. We have created a recruitment and retention forum with representatives across the sector and FE/HE colleges. Key workstreams have been identified with a view to mitigating these pressures. The forum is seeking to extend representation to include other BCC teams/ directorates and city-wide partners.
PERFORMANCE METRICS	BPPM224	Percentage of Childcare (non-domestic) settings rated good or better by Ofsted	Education & Skills		Worse than target Quarter 2 Actual 95% Annual Target 99%	↓	During quarter 2, 4 settings have been judged less than good. Recruitment and retention pressures in the early years sector is reducing the capacity of settings, particularly the experience and skills of practitioners and leaders in relation to safeguarding. The Early Years Team is providing targeted and intensive support for all identified settings to address identified areas of improvement. Analysis of inspection reports is being used to inform the training and feedback through the Designated Safeguarding Leads.

ES Priority 5: Digital Inclusion

Work with partners to tackle digital poverty, helping make sure citizens and voluntary, community and social enterprise (VCSE) organisations have the equipment, internet access, skills, and knowledge they need to access online opportunities effectively and safely.

ES5	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-ES5.1	Establish IT hubs and mini-IT suites in deprived communities, as part of our Digital Inclusion Plan where residents can have access to digital hardware, data, skills and training.	People - Education & Skills		On Track		There are now 25 community venues with digital hardware and data. A new monitoring and evaluation system is being established to capture how the facilities are being utilised by learner
	P-ES5.2	Increase access to technology enabled care and maximise the use of digital technology to support people to live independently at home (e.g. use of technology such as falls monitors, medication prompts or digital systems).	People - Adult Social Care		On Track		The TEC 2 project is well underway with a doubling of installers, now located in the three reablement teams, installing Technology Enabled Care equipment in residents homes shortly after hospital discharge. Installation numbers should increase considerably in Q3 and Q4 as social care practitioner awareness of the service increases.
	P-ES5.3	By 2024, deliver a digital service for Bristol City Council housing residents. Reviewing residents' access to information and services to identify areas for improvement and ensure we have the right IT systems and tools in place to deliver effective services.	G&R - Housing & Landlord Services		On Track		Outline Business Case completed and approved as planned, funding agreed and the team engaged on delivering outcomes agreed in this: requirements documented and approved, business process mapping and gap analysis in underway, procurement has started with responses due in Nov-22.
PERFORMANCE METRICS	BPPM308	Increase number of people able to access care & support through the use of Technology Enabled Care	G&R - Housing & Landlord Services		Significantly Worse than target Quarter 2 Actual 328 Annual Target 1,050	↑	Increased delivery of TEC has been slow in Q1&Q2 of 2022-23 for the following reasons: i) Referral numbers from Social Care teams lower than expected. ii) Installations from the reablement team pilot work is lower than expected. To resolve the issues: Training and promotion of the TEC Hub is underway with social Care teams to increase referrals and as the reablement pilot only started on the first Sept and expect increase in referrals in Q3 &Q4. Going forward new expenditure in Adult Care will need to initially consider TEC before expenditure is approved which should increase referral numbers. The TEC team has achieved £350K annual TEC saving target for Adult Care(ASC5). Even with the reduced installation numbers, the cost avoidance savings were considerably higher than the annual target.

Thematic Performance Clinic Report

Environment & Sustainability – Qtr 2 - (01 July '22 – 30 Sept '22)

Report of the Lead Director: John Smith [*Director – Economy of Place*]

Date: 08 Nov 2022 (*Clinic was postponed*)

Actions	Priority Metrics	Outcome Metrics	Overall Progress
Performance			Behind schedule
73% on schedule or better (11/15)	100% on target or better (4/4)	100% on target or better (1/1)	
Direction of Travel			
0 improved since Q1 12 are the same as Q1 3 are worse than Q1	100% improved on 12 months ago (2/2)	100% improved on 12 months ago (1/1)	

Overall progress is given as behind schedule due to the limited number of metrics with an outturn (even though they are all showing positively) and the fact that 27% (4 of 15) of the Actions are now behind schedule. The Thematic performance clinic met to review progress against the relevant actions and metrics listed in the 2022/23 Business Plan. In addition to detailed notes, the Key findings with summary from lead Director, are:

1. Theme Actions / Metrics performing well:
• BPOM433: Reduce the total CO2 emissions in Bristol City (k tonnes) – Outturn this year is better than target, with a reduction of almost 7% being seen from the previous year. The City Council is undertaking a wide range of actions, with work being undertaken in the housing, energy and transport sectors to keep performance moving in the right direction. • Both BPPM542: <i>Reduce the residual untreated waste sent to landfill (per household)</i> and BPPM544: <i>Reduce total household waste</i> are performing at significantly better than target, although this is expected to increase somewhat as we make our way through the rest of the year (with performance still expected to be positive). • Action P-ENV1.1: Launch the City Leap Energy Partnership joint venture, which is designed to attract £1 billion of new investment into Bristol's energy projects, supporting the creation of a zero-carbon, smart energy city by 2030. Mobilisation phase nearing completion ahead of November Cabinet approval to enter into contracts and go live on 1 December 2022.
2. Theme Actions / Metrics that are of concern:
• Action P-ENV1.2: Due to the financial pressures on the City Council the additional projects approved by Cabinet in June '22 for our ecological emergency response have not been able to start. • Action P-ENV2.2: To create a Bristol Blue/Green Infrastructure Strategy, which refers to the use of blue elements, like rivers, canals, ponds, wetlands etc., and green elements, such as trees, forests, fields and parks, in urban and land-use planning. No further work has been undertaken in Q2 due to funding (reserve drawdown) being frozen. • Action P-ENV2.3: Monitor and report on the delivery of the One City Ecological Emergency Strategy with partners. Unfortunately the role of Ecological Emergency Co-ordinator is being held vacant as part of the council's management of its financial pressures, so progress here is behind schedule as a result. • Action P-ENV3.2: Work with businesses and commercial waste companies to deliver a cleaner, more sustainable approach to commercial waste across the whole of the city. There are a number

of unfilled vacancies which are impacting the size of each phase of the roll out and this is affecting the speed at which we can deliver.

3. Performance Clinic Focus points (Agenda):

Points of note as above

4. Performance Clinic Recommendations / Actions:

The Performance Clinic was not able to go ahead as planned, due to focus on the budget setting process. Issues will be addressed via routine Directorate Performance reporting processes.

5. Items for next Thematic Performance Clinic:

- Issues relating to the 'Waste' element of the E&S theme – potentially around City Centre enforcement, the new 'neighbourhood approach' or the Big Tidy for example.
- Looking at specifics around the One City Ecological Emergency Strategy/Programme in terms of how best to mitigate against the worst excesses of the financial pressures that we are under at this time.

6. Lead Director Comments:

- I am pleased with the overall progress in the challenging circumstances facing the team – budget processes and work streams have been a priority over the last few weeks as the Council faces what could be as much as an £80m revenue funding gap;
- The introduction of the Clean Air Zone on 28 November is an important step;
- The recruitment freeze and need to find savings has had an impact on the work this quarter but the team have worked hard to maintain progress as far as possible and to deliver savings which minimise impact on this important programme.

John Smith; Director – Economy of Place (Director lead for Environment & Sustainability)

Date of Thematic Performance Clinic

N/A

2022-2023 Environment and Sustainability Actions & Performance Metrics

Theme 3: ENVIRONMENT & SUSTAINIBILITY

Decarbonise the city, support the recovery of nature and lead a just transition to a low-carbon future.

ENV	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
PERFORMANCE METRICS	BPOM330	Increase the percentage of citizens who have created space for nature (QoL)	G&R - Economy of Place		Data not due Annual Target 54%		We have supported a range of communication activities to encourage citizens to create space for nature in partnership with organisations such as the Natural History Consortium and Avon Wildlife Trust. This includes the Festival of Nature in June.
	BPOM335z	Increase the city's tree canopy cover	G&R - Management of Place		Data not due Establish Baseline		This is a new performance measure which has been created to measure the increase in the tree canopy. We are currently developing a method to effectively measure the increase in the tree canopy.
	BPOM433	Reduce the total CO2 emissions in Bristol City (k tonnes)	G&R - Economy of Place		Better than target Annual Actual 1295.0 K Tonnes Annual Target 1322.0 K Tonnes	↑	The City Council is undertaking a wide range of actions as set out in the Corporate Strategy and plans for housing, energy and transport. One key project is the establishment of the City Leap Energy Partnership which will accelerate the deployment of sustainable energy systems in the city. An example of this is the award winning Water Source Heat Pump in castle park which is providing zero carbon heat for the heat network. We have also been working with communities to help them reduce their carbon emissions through for example a small grant programme which awarded £95k to a range of local projects to reduce emissions and improve nature. We also supported the Bristol Green Capital Partnership and community groups to secure £2.5m from the National Lottery Community Climate Action Programme to help deliver a set of Community Climate Action Plans.
	BPOM435z	Increase the % of Bristol's waterways that have water quality that supports healthy wildlife	G&R - Economy of Place		Data not due Annual Target Establish Baseline.		A methodology for monitoring this will be developed in 22/23 and targets set.
	BPOM540	Reduce percentage of people who feel that street litter is a problem in their neighbourhood (QoL)	G&R - Property Assets & Infrastructure		Data not due Annual Target 80%		

ENV Priority 1: Carbon Neutral

Drive delivery of the One City Climate Strategy aim for the city to be carbon neutral for all emissions by 2030. Work to secure major external investment, including £1 billion through the City Leap programme. Bring everyone with us in our just transition to a low-carbon future.

ENV1	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-ENV1.1	Launch the City Leap Energy Partnership joint venture. City Leap is an ambitious new approach to partnership between the public and private sector designed to attract £1 billion of new investment into Bristol’s energy projects and support the creation of a zero-carbon, smart energy city by 2030.	G&R - Property, Assets & Infrastructure		On Track		Mobilisation phase nearing completion ahead of November Cabinet approval to enter into contracts and go live on 1 December 2022.
	P-ENV1.2	Deliver our Climate and Ecological Emergency Programme that will contribute to Bristol City Council specific 2025 climate and ecological goals. This will include delivering projects promoting sustainable food, the pesticide amnesty and supporting community action by offering small financial grants.	G&R - Economy of Place		Behind Schedule		The original programme approved in Nov 2020 is progressing well and most elements are on track. However due to the financial pressures on the city council the additional projects approved by Cabinet in June 22 for ecological emergency response have not been able to be started.
	P-ENV1.3	Monitor and report on the delivery of the One City Climate Strategy with partners and support the One City Environment Board, key city networks and initiatives such as the Climate Leaders Group.	G&R - Economy of Place		On Track		We are developing the monitoring and reporting arrangements for the One City Climate Strategy and working with the independent Bristol Advisory Committee on Climate Change to undertake a review of the strategy delivery. Funding bids are being developed to help accelerate progress with delivery.
PERFORMANCE METRICS	BPPM420a	Reduce the council's direct carbon dioxide equivalent emissions (in tonnes)	G&R - Economy of Place		Data not due Annual Target 9145 K Tonnes		

ENV Priority 2: Ecological recovery

Drive delivery of the One City Ecological Emergency Strategy and the council’s own action plan. Increase space for nature, reduce the use of pesticides, make waterways cleaner and reduce everyone’s use of products that undermine the health of wildlife and wider ecosystems. Double the city’s tree canopy by 2045.

ENV2	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS Page 446	P-ENV2.1	As part of our response to the Ecological Emergency, develop planning policies that protect and improve biodiversity within the forthcoming Local Plan, including delivery of 10% increase in biodiversity on development sites.	G&R - Economy of Place		On Track		Policies were presented to the Local Plan Working Group and agreed. These policies will be included in the imminent public consultation (now scheduled to start in November).
	P-ENV2.2	Create a Bristol Blue/Green Infrastructure Strategy, to ensure that enhancing the natural environment is embedded into planning policy, council projects and new developments. Blue-green infrastructure refers to the use of blue elements, like rivers, canals, ponds, wetlands, floodplains, water treatment facilities, and green elements, such as trees, forests, fields and parks, in urban and land-use planning.	G&R - Economy of Place		Behind Schedule		No further work undertaken due to funding (reserve drawdown) being frozen
	P-ENV2.3	Monitor and report on the delivery of the One City Ecological Emergency Strategy with partners and support the One City Environment Board, key networks and initiatives	G&R - Economy of Place		Behind Schedule		We are developing the monitoring and reporting arrangements for the One City Ecological Emergency Strategy but the role of Ecological Emergency Co-ordinator is being held vacant as part of the council's management of its financial pressures.
PERFORMANCE METRICS	BPPM336	Increase % of Council's land managed for the benefit of wildlife	G&R - Management of Place		Data not due Establish Baseline		We are currently developing an effective measure for monitoring the increase in land managed for wildlife.
	BPPM436	Reduce Bristol City Council's use of pesticides	G&R - Economy of Place		Data not due Annual Target 1922 Litres		Consumption in 21/22 was 1,773. Target for 22/23 set on basis of use in 20/21 and a trajectory to 2030 target.

ENV Priority 3: A cleaner, low-waste city

Create a cleaner city and become a national leader in reducing waste. Help the city reduce its consumption of products and transform its relationship with waste, increasing recycling, repair, reuse and sharing of goods. Use waste to create energy.

ENV3	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-ENV3.1	Trial new way of working with Bristol Waste which will adopt a 'neighbourhood approach' to street cleansing and will provide a focus on local communities, this approach has been successful in the Big Tidy initiative.	G&R - Property, Assets & Infrastructure		On Track		Phase 2 is underway, with improved monitoring taking place an IT roll out continuing.
	P-ENV3.2	Work with businesses and commercial waste companies to deliver a cleaner, more sustainable approach to commercial waste across the whole of the city. This approach is being trialled in the Old City where commercial bins will be removed from the streets. Discussions are also being held with waste contractors and businesses to see how we can collectively improve the look of the streets.	G&R - Property, Assets & Infrastructure		Behind Schedule		Phase 2 in the City Centre enforcement, with 346 commercial bins on the street being reduced to below 30. Phase 3 is being planned for East central Bristol and due to start engagement before Christmas. There a number of vacancies which are impacting the size of the each phase of the roll out and is effecting the speed the speed of the roll out.
	P-ENV3.3	Improve the ways citizens can report fly tipping, graffiti and other waste & street cleaning issues.	Resources - Policy Strategy & Digital		On Track		The online forms are still due to be reviewed as part of the Channel Shift and CRM workstream under the Digital Transformation Programme 2. The procurement process for the Digital Strategic Partner (DSP) has commenced, the FBC for this project will be developed by the DSP. In the meantime incremental changes continue to be made.
PERFORMANCE METRICS	BPPM541	Increase the percentage of household waste sent for reuse recycling and composting	G&R - Property Assets & Infrastructure		On target Quarter 2 Actual 47% Annual Target 47%	↑	Recycling performance is appearing to be recovering following Covid.
	BPPM542	Reduce the residual untreated waste sent to landfill (per household)	G&R - Property Assets & Infrastructure		Significantly better than target Quarter 2 Actual 13.00 kg Annual Target 80.00 kg	↑	This performance is good, but is dependant the energy recovery facilities being online and outlets for shredded waste being available. There may be a greater increase in the second half of this year, but this target is likely to be achieved.
	BPPM544z	Reduce total household waste	G&R - Property Assets & Infrastructure		Significantly better than target Quarter 2 Actual 123.0 kg Annual Target 348.0 kg		Waste generations is lower than target which is positive this could be the result of the “cost of living crisis” which is effecting residents consumption and waste generation as things get more expensive. It is the envisage that the second half of the year will see this increase (due to Christmas) but the target should be achieved.

	BPPM545z	Reduce the number of incidents of flytipping that are reported and removed	G&R - Property Assets & Infrastructure		Better than target Quarter 2 Actual 4,906 Annual Target 10,000		Positive steps by the Neighbourhood Enforcement Team to proactively tackle flytipping hotspots appear to be successful and are reducing flytipping. The commercial waste project is also reducing flytipping alongside poor commercial waste presentation.
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ENV Priority 4: Climate resilience

Minimise our contribution to future shocks and stresses, and invest in infrastructure and systems that cool the city and help us adapt to the effects of climate change. Do this in ways that provide inclusive, sustainable economic growth.

ENV4	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
Page 448 NOTICE	P-ENV4.1	Improve the resilience of the city to the impacts of climate change, for example hotter summers through development of the Local Plan and any related policies.	G&R - Economy of Place		On Track		A Heat Resilience Index and Maps were published in August: https://bcc.maps.arcgis.com/apps/instant/portfolio/index.html?appid=986e3531099f48d393052fab91ceff51 Local Plan policies on climate change including policy NZC4: Adaptation to a changing climate were considered by the Local Plan Working Group ahead of inclusion as part of November public consultation.
	P-ENV4.2	Develop and submit an Outline Business case to Department for Environment, Food and Rural Affairs (DEFRA) to release £6m of funding to deliver a suite of projects that aim to increase resilience to flooding in the River Frome catchment through a range of innovative resilience actions including natural flood management, nature based solutions and sustainable drainage systems.”	G&R - Economy of Place		Completed		The Outline Business Case has now been approved, awarding the council as lead partner an additional £6.1m to deliver the programme of works set out in the business case. A full business case is now under development for two work-streams; a) telemetry, and b) natural flood management. The planning policy work-stream is well under way and expected to report to Defra on schedule by April 2023. Other work-streams are largely on hold while we recruit a dedicated resource to progress the programme.
	P-ENV4.3	Work with regional partners and the Environment Agency to develop the business case to secure funding for major flood mitigation through the River Avon Flood Strategy. This will protect thousands of existing homes, businesses, key transport routes, unlock land for up to 13,000 homes and generate £billions of local benefits. It will also help future-proof the city and avoid business and community disruption.	G&R - Economy of Place		On Track		Development of the Outline Business Case for build stage one continues and good progress has been made on the funding strategy. A major milestone in October ’22 was cabinet approval of various components of the project, including the joint working arrangements with the Environment Agency, a planning position statement, funding strategy principles, and inclusion of £20.395m Community Infrastructure Levy funding in to the budget setting process for 2023/24. The scope for build stage two Outline Business Case has now been prepared and we are working with the Strategic Partner to refine the plan and aim to start work on that in early 2023.

ENV Priority 5: Global leadership
Show global leadership in delivering the UN Sustainable Development Goals at a local level and developing best practice across international networks. Work with partners to advocate for a greater voice for cities within national and international decision-making, including the UN, UK100, and C40.

ENV5	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-ENV5.1	Work with partners and experts from Harvard University to explore how Bristol can reduce food waste and make the best use of excess food, such as to tackle poverty or produce energy.	Resources - Policy Strategy & Digital		On Track		Per Q1, activity has continued to embed learning and mainstream the project activity, with plans for the new lead department to work with City Office in convening and engaging partners around the potential for a refreshed city waste strategy. This would be at an event in December to consider needs and possibilities before any approach is formally pursued.
	P-ENV5.2	Raise the voices of cities at a local, national and international level on climate change and the ecological emergency	Resources - Policy Strategy & Digital		On Track		Preparations for COP27 are underway, with the Mayor speaking at key events during that time; successful trip to New York as part of UN General Assembly week including meetings regarding cities' voices in the UN system related to SDGs delivery; positive local press about the value of international work through the international strategy refresh; Mayors Migration Council continues to champion mayor voices in international migration processes using Mayor as a key advocate
	P-ENV5.3	Secure investment to support the climate and ecological emergency, and key regeneration sites across the city.	Resources - Policy Strategy & Digital		Ahead of Schedule		Bristol selected as one of only two UK cities in the European Commission's Cities Mission programme focusing on low carbon cities, and work underway to develop a bid for £1.5m for this, 3Ci regional investors event held in City Hall and was over-subscribed

Thematic Performance Clinic Report

Health, Care & Wellbeing - Qtr 2 (01 Apr '22 – 30 Sept '22)

Report of the Lead Director: Stephen Beet [Director Children, Adult Social Care]

Date: 9 Nov 2022

Actions	Priority Metrics	Outcome Metrics	Overall Progress
Performance			On schedule
100% on schedule or better (9 of 9)	60% on target or better (3 of 5)	100% on target or better (2 of 2)	
Direction of Travel			
11% better than Q1 (1/9) 89% same as Q1 (8/9) 0% worse than Q1 (0/8)	80% improved compared to 12 months ago (4/5)	2 worsened compared to 12 months ago	

The Thematic Performance Clinic met for Quarter 2 (Q2), on 9 Nov '22. The progress against the relevant actions and metrics listed in the 2022/23 Business Plan for the Health, Care & Wellbeing Theme have been reviewed by the Thematic Lead and this report produced as a position statement at Q2 and intended actions to improve.

1. Theme Actions / Priority Metrics performing well:
- All of the published actions (100%) for this theme are presently on schedule 5 of the 7 performance metrics (71%) are on target or better than target
2. Theme Actions / Priority Metrics that are of concern:
BPOM282a Improve healthy life expectancy for men – The healthy life expectancy, is recorded and reported as a three-year rolling average. For 2022/23 (reporting 2018-2020) the average healthy life expectancy for men was 59.8 years, this is nearly 2 years fewer than reported in 2021/22 [61.7 years] (reporting 2017-2019). BPOM282b Improve healthy life expectancy for women – The healthy life expectancy, is recorded and reported as a three-year rolling average. For 2022/23 (reporting 2018-2020) the average healthy life expectancy for men was 61.5 years, this is effectively just over a month less than reported in 2021/22 [61.6 years] (reporting 2017-2019). BPPM291a & b - Number of service users (aged 18 – 64) & (aged 65+) in Tier 3 (long term care) [Snapshot] – Both metrics are worse than target at Q2, the nett difference is 1 person less than the same period last year (18 – 64, 58 fewer people and 65+, 57 more people)
3. Performance Clinic Focus points (Agenda):
- Notes / Actions from Q1 Thematic Performance Clinic - Developing the Community Mental Health Framework - Provide emergency payments to reduce food and fuel poverty and housing costs
4. Proposed - Performance Clinic Recommendations / Actions:
Q1 Actions update: - Cllr Holland was advised of the changes to the Household Support Fund at Cabinet - All officers linked to the Performance progress of this theme, not just those with agenda items, have been invited to all future Thematic Performance Clinics

3. All but one of the Annual Performance Indicators have an update or an indication of when the data will be available

Agreed Actions & dates:

- Director of Adult Social Care to see if the option to return energy rebates to the local crisis prevention fund can be progressed.

5. Items for next Thematic Performance Clinic:

- Two items actions listed in section 2
 - **Improve healthy life expectancy for men & women**
 - **Number of service users in Tier 3 (long term care)**
 - Other items as Qtr 3 progress report indicates

6. Lead Director Comments:

Developing the Community Mental Health Framework:

Firstly, it was noted that the action itself is slightly misleading, in that Bristol City Council contributes to the delivery of the CMHF, rather than developing it. It is a shared responsibility across the Bristol, North Somerset & South Gloucestershire region (BNSSG). The reality is that there are three locality partnership boards, one of which is chaired by the Director of Adult Social Care and it's these locality partnerships that collectively help to deliver the CMHF.

Other members of the locality partnerships are the Integrated Care Board, Sirona Health, Avon and Wiltshire Mental Health Partnership, GPs and the voluntary, community and social enterprise.

Within the Bristol Adult Social Care division work is specifically underway to incorporate mental health support in our Rehabilitation Team, the Integrated Personal Care Team and in future commissioning work.

Provide emergency payments to reduce food and fuel poverty and housing costs:

In May 2022, the Chancellor announced that there will be a third round of the Household Support Fund (HSF) to cover the period from October 2022 to March 2023. The amount awarded was slightly over £4m and the spending proposals for these monies were considered and approved at Cabinet on 1 November '22: [Household Support Fund October 2022 - March 2023 November Cabinet Final.pdf \(bristol.gov.uk\)](#)

The type and amount of money is outlined in the appendix of the report that Cabinet approved. However, to indicate the areas of spend, for this clinic, they include support for: Targeted free school meals support over school holidays, targeted support for refugees & asylum seekers, local crisis prevention fund, care leavers and foster care payments, feeding Bristol and the centre for sustainable energy. All of which supports the most vulnerable people to reduce food and fuel poverty & housing costs.

It was noted that Bristol's housing staff also signpost people in need to the Discretionary Housing Payment scheme. Also, there is work underway to develop a way to enable citizens, who have asked for this service, to return the Energy Rebates awarded to them, so that the monies can be recycled into the local crisis prevention fund to help the most vulnerable.

Stephen Beet [Adult Social Care]

Date of Thematic Performance Clinic

9 November 2022

2022-2023 Health, Care & Wellbeing & Performance Metrics (Qtr 2 Progress)

Theme 4: Health, Care & Wellbeing
Tackling health inequalities to help people stay healthier and happier throughout their lives.

CYP	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
Page 452 PERFORMANCE METRICS	BPOM258	Reduce the percentage of households which have experienced moderate or worse food insecurity (QoL)	Communities & Public Health		Data not due Annual Target 7%		The Food Equality Action plan is being developed in partnership with Feeding Bristol. Community conversations and a BCC workshop have been held with follow up meetings set up to develop actions under each priority. A Health & Wellbeing Board Development session is to be held on 15th Dec to update on progress of the action plan, and a draft action plan should be in place by the end of December, ready for a peer-review early in the new year. We are currently working with Community development team to best bring food equality champions on board and link to current community champions.
	BPOM259	% of households in the most deprived areas using a food bank or charity in the last year (QoL)	Communities & Public Health		Data not due Annual Target 7%		The Food Equality Action plan is being developed in partnership with Feeding Bristol. Community conversations and a BCC workshop have been held with follow up meetings set up to develop actions under each priority. A Health & Wellbeing Board Development session is to be held on 15th Dec to update on progress of the action plan, and a draft action plan should be in place by the end of December, ready for a peer-review early in the new year. We are currently working with Community development team to best bring food equality champions on board and link to current community champions.
	BPOM260	Reduce the % of people in the 10% most deprived areas reporting below national avg Mental Wellbeing	Communities & Public Health		Data not due Annual Target 32%		The Thrive at Work West of England programme continues to be promoted to support the SME workforce. The recent evaluation report shows some very positive outcomes and impacts over the last 2 years. Building on this work, we continue to work with partners across the City, to develop a similar mental health and wellbeing support offer, tailored for the Night Time Economy workforce (approx 30% of the workforce in Bristol). Thrive Bristol training has been delivered to nearly 100 community organisations over the last year, with 90%+ attendees reporting increased knowledge, skills and confidence in supporting people around their mental wellbeing. Thrive Bristol wellbeing and inclusion grants were awarded to 6 community organisations for 2022. And a wellbeing offer has been developed for Welcoming Spaces as part of the One City cost of living response, targeting areas of the city where people are at higher risk of cost of living pressures.
	BPOM281a	Prevent increase in life expectancy gap between men living in deprived & wealthy areas of Bristol	Communities & Public Health		Data not due Annual Target 9.9 years		The gap between the life expectancy is the measured by looking at the gap between the most deprived 10% and least deprived 10% in Bristol. For both males Bristol has one of the inequality highest values in the South West (2nd to Torbay and North Somerset). For males the gap appears have increased in recent years, although it remains similar to the overall gap in England. This increase in inequality is likley to be due to improvements in life expectancy in more affluent group which is not reflected in less affluent groups - hence increasing the gap. A recent analysis of health undertaken by the Integrated Care System has identified key areas for action in terms of heart disease, alcohol harms, smoking and longer term issues such as employment and housing.
	BPOM281b	Prevent increase in life expectancy gap between women living in deprived & wealthy areas of Bristol	Communities & Public Health		Data not due Annual Target 6.9 years		The gap between the life expectancy is the measured by looking at the gap between the most deprived 10% and least deprived 10% in Bristol. For both females, Bristol has one of the highest values in the South West (3rd to Torbay and North Somerset). The female gap appears to be reducing.
	BPOM282a	Improve healthy life expectancy for men	Communities & Public Health		On target Annual Actual 59.8 years Annual Target 59.8 years	↓	At local level values for male healthy life expectancy fluctuates considerably compared to England, due to the smaller numbers. This is reflected in relatively large confidence intervals. However, Bristol has had significantly worse than England (and the South West) in recent years and addressing inequality in men’s health is a priority
	BPOM282b	Improve healthy life expectancy for women	Communities & Public Health		On target Annual Actual 61.5 years Annual Target 61.5 years	↓	Female healthy life expectancy has remained relatively stable but overall is worse than England and with considerable disparities. A 10 year UK Women’s Health Strategy was published in August 2022 and Professor Dame Lesley Regan is the Women’s Health Ambassador. The national strategy sets out a 6 point plan for women’s health. A JSNA women’s health report is being produced for Bristol and will be presented to the HWBB in the autumn of 2022.

	BPOM283	Reduce the Suicide Rate per 100000 population	Communities & Public Health		Data not due Annual Target 12		Suicide is the second biggest cause of years of life loss after heart disease. The rate of death by suicide in Bristol is 11.8 which is statistically similar to England. More deaths by suicide are men. Please see the annual Suicide Prevention report and revised action plan on the council web site for more detail about local suicide prevention work. https://www.bristol.gov.uk/council-and-mayor/policies-plans-and-strategies/social-care-and-health/suicide-prevention
	BPOM295	Percentage of adult social care service users who feel that they have control over their daily life	Adult Social Care		Data not due Annual Target 78%		
HCW Priority 1: Transforming care Work with partners to implement an Integrated Care System, transforming adult social care and joining up health, care, education, skills and community activities. Support people to be as resilient and independent as possible, developing their assets to live fulfilling lives. When more support is needed, this will be person-centred, offering people choice and control. Co-create a system that takes a public health approach to achieve health and wellbeing equality for local people of all ages and backgrounds. Work together to attract and retain a suitable health and care workforce.							
HCW1	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
Page 453 ACTION 5	P-HCW1.1	Support people to live independently at home through commissioning a transformative model of Home Care Support that is responsive to needs of citizens. The focus will be on creating more flexible, community based, local home care that will promote wellbeing and independence.	People - Adult Social Care		On Track		The Home Care Retender is scheduled for 2024. Bristol City Council is currently working in partnership with health, VCSE and wider stakeholders to transform home care on behalf of the local and eligible population. The key principles informing the transformation are centred on integration, community assets, prevention & early intervention, wellbeing and enablement. During the consultation phase, we will work with our local communities to shape our strategic outcomes and placed based models of support.
	P-HCW1.2	Through co-design with service users, families and care providers; develop and recommission extra-care housing, and supported living services that help people to live independently within their communities.	People - Adult Social Care		On Track		In 2021 Bristol City Council consulted with Extra Care Housing Tenants , Care and Support Providers and others to inform the Extra Care Housing Vision and Operating Model for Bristol. We are developing our co-production framework (based on our learning to date and best practice) to inform how we co design and jointly commission supported living in the future, Our key aim being to support local citizens to maintain their wellbeing, independence and to live their best lives within their local communities
	P-HCW1.3	Drive new partnerships with NHS, VCSE and Local Authorities to develop and implement the Bristol, North Somerset, and South Gloucestershire Integrated Care System which aims to foster partnership, collaboration and joined up working across health, care, and wellbeing systems.	People - Adult Social Care		On Track		Following its establishment in July, the Bristol, North Somerset and South Gloucestershire (BNSSG) Integrated Care system (ICS) continues to develop and make positive progress. The ICS has started to develop the Integrated Care Strategy – a twenty year strategy that will encapsulate the short, medium and long term priorities and vision for the BNSSG Integrated Care System. The strategy is an opportunity to engage with system partners, people and communities to develop evidence-based system-wide priorities that will improve the public's health and wellbeing and reduce disparities. BCC is supporting the Integrated Care Partnership by delivering the secretariat function. Bristol has supported the delivery two Integrated Care Partnership meetings and a seminar on the Integrated Care Strategy.
	BPPM290a	Reduce the percentage of contacts to Adult Social Care (aged 18-64) starting Tier 3 services	Adult Social Care		No Target Quarter 2 Actual 2.9% Establish Baseline		September saw 2.9% (or 84 new service users) start a tier 3 service down from a peak this year in May of 3.53% (or 104 new service users) This is the first year we are looking to capture this KPI to better understand the trend and to capture the amount of demand management that happens in the service. In fact it is a conservative estimate of demand management in adult social care as this is just looking at the contacts that come into our call centre as we are not yet able to accurately capture the number of contacts that come through the hospital discharge to access service. But it does allow us the better understand the amount of demand on the service and the level of demand management already in place.

PERFORMANCE METRICS Page 454	BPPM290b	Reduce the percentage of contacts to Adult Social Care (aged 65+) starting Tier 3 services	Adult Social Care		No Target Quarter 2 Actual 7.5% Establish Baseline		In September we had 7.48% (or 223 new service users over 65) start a Tier 3 long term service. Previous highest rate was 8.34% in July and lowest was 7.14% in August over the summer break. This is the first year we are looking to capture this KPI to better understand the trend and to capture the amount of demand management that happens in the service. In fact it is a conservative estimate of demand management in adult social care as this is just looking at the contacts that come into our call centre as we are not yet able to accurately capture the number of contacts that come through the hospital discharge to access service. But it does allow us the better understand the amount of demand on the service and the level of demand management already in place.
	BPPM291a	Number of service users (aged 18-64) in Tier 3 (long term care) [Snapshot]	Adult Social Care		Worse than target Quarter 2 Actual 2,596 Annual Target 2,541	↓	This remains our most pressured indicator. Long term support for 18-64 year olds has grow by around 300 in 4 years. Some of this is growth in mental health support that spiked during covid but the trend has been consistently up since before covid started. 18-64 year old now account for 50% of our service users in long term care up from 40% just a few years ago. This cohort cost more to support, have more complex needs and make less financial contributions to their care than over 65s following their financial assessments. All of which places substantial pressures onto the ASC budget. Rate of growth appears to be slowing but has still increase by 41 service users since the start of the financial year. Senior managers have put in place tighter sign off controls to make sure and be satisfied that all alternatives to Tier 3 care have been considered by the social worker holding the case.
	BPPM291b	Number of service users (aged 65+) in Tier 3 (long term care) [Snapshot]	Adult Social Care		Worse than target Quarter 2 Actual 2,607 Annual Target 2,580	↑	The long term trend remains down as BCC once supported over 3,000 over 65s in long term care. However, recent activity between April and May 2022 moved us in the wrong direction to a peak of 2,636. That number has since reduced down to 2,607 but means we remain on the wrong side of our target by 27 Tier 3 placements/ packages. Managers are reminding staff assessing care needs of the alternatives available such as reablement and use of digital aids. Senior management team are putting in additional sign off processes for budget allocation to make sure all alternatives were properly considered.
	BPPM292a	% of service users (aged 18-64) receiving Tier 3 (long term care) at home or tenancy [snapshot]	Adult Social Care		Better than target Quarter 2 Actual 84% Annual Target 83.7%	↑	This was a stretch target moving towards a greater amount of 18-64 service users supported to remain in their own home. The trend remains in the right direction and has already met the target for this year. Increasingly we are finding supported accommodation alternatives to traditional residential homes for people with learning disabilities but the market will require long term investment and support to be able to increase this percentage consistently over the next 3-5 years.
	BPPM292b	% of service users (aged 65+) receiving Tier 3 (long term care) at home or tenancy [snapshot]	Adult Social Care		Better than target Quarter 2 Actual 61.6% Annual Target 61%	↑	It is worth noting that we have 373 less older people receiving long term care than we had in January 2018 because of this the cohort that we continue to support with long term care rather than one off short term Tier 2 alternatives such as reablement have more complex needs on average and this is why we set the target at 61% rather than the previous financial year's 65%. The good news is that we have just met this target and the trend (although only very slightly) is upward.
	BPPM294	Increase % of BCC regulated CQC Care Service providers where provision is rated 'Good or Better'	Adult Social Care		Better than target Quarter 2 Actual 96.1% Annual Target 91%	↑	Bristol continues to be a top performer on quality of care based on the CQC ratings with 96.1% rated good or better by CQC against a lower national average. This is especially good this year given the changes and disruption that the contracts and quality team have undergone as part of the common activities programme. These changes are on going and will continue to impact the team for the rest of this financial year until tasks and activities are finalised. The fact that the KPI remains so strong is a testament to the team.

HCW Priority 2: Mental health and wellbeing

Alongside partners, increase mental health support and training to help tackle the causes of poor mental health and wellbeing such as adverse childhood experiences and trauma. Co-develop community and cultural assets that reduce inequalities and help build resilience. Make sure there is better integration across local mental health systems, with improved services and outcomes

HCW2	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
SN01137 Page 455	P-HCW2.1	Improve outcomes for adults experiencing multiple disadvantages by testing a more joined-up, person-centred approach with a range of organisations in local areas through the Changing Futures Programme	People - Adult Social Care		On Track		The Programme continues to deliver against agreed milestones. Following a nomination process 47 of the 60 priority clients are engaging and the "My Team Around Me" model is being operationalised. Key system outcomes have been defined and a sustainability plan focussing on achieving these outcomes has been coproduced and has received very positive feedback from Department for Levelling Up, Housing and Communities.
	P-HCW2.2	Improve outcomes for adults with mental health needs by developing the Community Mental Health Framework. This will provide more joined up and easier to access support within local communities that are flexible to the needs of individuals and help prevent as well as support people with mental health needs	People - Adult Social Care		On Track		Bristol City Council is contributing to the delivery of the CMHF alongside partners including the ICB, Sirona Health, AWP, VCSE orgs and Primary Care. Adult Social Care activity includes:- As part of the Rehab Pathways group which aims to reducing out of area placements and improve community rehab options we are piloting the secondment of an ASC Social Worker into the Community Rehab team to sit within Secondary Mental Health Services. This role will support people to be discharged from long stay hospital and return to the community. The need to increase specialist mental health community support is being incorporated into adult social care commissioning work with a particular emphasis being put around supported accommodation and wrap around support to reintegrate people into the community. Social Care are also identifying staff to attend regular multi-disciplinary team meetings with mental health colleagues (along similar lines to the Ageing well programme) across all 3 locality partnerships. Weston are trialling an integrated personalised care team which includes LA employed SW within this and depending on the outcomes of this pilot this might be something we seek to develop in Bristol.
	P-HCW2.3	Better mental health and wellbeing through the delivery of Thrive Bristol which is a ten-year programme focusing on how different parts of our city – such as our communities, our places of education and work, and our homes - can keep us mentally healthy	People - Communities & Public Health		On Track		Bristol City Council has three Locality Partnerships where significant collaboration and joint working are taking place. These Locality Partnerships are developing leadership and partnership working arrangements, driving work around Community Mental Health Frameworks and Ageing Well work as well as developing priority areas of focus related to their local populations.

HCW Priority 3: Poverty

Tackle the root causes of poverty, reducing the impact of social and economic disadvantage on the health of different groups of people. Take action to help 10,000 households in Bristol suffering from food insecurity, including access to culturally diverse, nutritional food and building on the success of being a Gold Sustainable Food City.

HCW3	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS Page 456	P-HCW3.1	Deliver the Fuel Poverty Action Plan and provide guidance and advice through a food and fuel poverty resource and information hub	People - Communities & Public Health		On Track		Work is ongoing to action the fuel poverty action plan, including working to embed fuel poverty in developing planning policies. The ‘No cold homes group’ is currently on hold but many partners are part of the cost of living co-ordination group to maintain fuel poverty action. Work is underway to understand how the project management role can be progressed to resume the group. Fuel poverty is expected to increase as a result of the cost of living crisis therefore a focus has been on understanding the impact and providing support for residents with immediate need, including: •Developing a cost of living impact assessment identifying communities and groups most at risk to the crisis and rise in energy bills •The cost of living support page on the BCC website provides a clear list of places where people can seek support with energy bills •The community response includes developing a network of Welcoming Spaces which were initially referred to as ‘warm spaces’ where people can meet up and socialise •Sharing advice and guidance on how households can reduce their energy bills and make energy improvements to their homes
	P-HCW3.2	Through adopting the One City Food Equality strategy we will invest in solutions that create fair and affordable access to food, create a system for monitoring food inequality and implement a communications strategy which will provide information about services which can support people experiencing food or financial hardship	People - Communities & Public Health		On Track		The Action plan is being developed in partnership with Feeding Bristol. Community conversations and a BCC workshop have been held with follow up meetings set up to develop actions under each priority. Regular reporting links and clear communication have been set up with Bristol Food Network for Good Food 2030. A Health & Wellbeing Board Development session is to be held on 15th Dec to update on progress of the action plan, and a draft action plan should be in place by the end of December, ready for a peer-review early in the new year. First Steering group meeting 20th October ’22. Currently working with Community development team to best bring food equality champions on board and link to current community champions.
	P-HCW3.3	Provide emergency payments to reduce food and fuel poverty and housing costs through the Local Crisis Prevention fund and other schemes such as Free School Meals Holiday vouchers and Discretionary Housing payment	Resources - Finance		On Track		The Local Crisis Prevention Fund spend is within profile, The Household Support Fund award for 22/23 now confirmed at circa £4m and the proposed spend was approved at November cabinet. This spend has ensured that Free School Meal and Pupil Premium recipients are supported across all of the school holidays. Funds are available for Care Leavers, those with no recourse to public funds, including asylum seekers and refugees, as well as support for the disabled and elderly. Funds have been put into the Local Crisis Prevention Fund to assist Bristol's poorest citizens when in crisis.

Thematic Performance Clinic Report

Homes & Communities Qtr 2 (01 July '22 – 30 Sept '22)

Report of the Lead Director: Donald Graham [Director Housing and Landlord Services]

Date: 3 Nov 2022

Actions	Priority Metrics	Outcome Metrics	Overall Progress
Performance			Behind schedule
87% on track or better (13/15)	50% on target or better (8/16)	N/A	
Direction of Travel			
13% better than Q1 (2/15) 80% same as Q1 (12/15) 7% worse than Q1 (1/15)	53% improved compared to 12 months ago (8/15)	N/A	

The Thematic performance clinic met to review progress against the relevant actions and metrics listed in the 2022/23 Business Plan. In addition to detailed notes, the Key findings with summary from lead Director, are:

1. Theme Actions / Priority Metrics performing well:
Households where homelessness is prevented is significantly above target and above the same point 12 months ago. Number of households moved on into settled accommodation below target Q1, Q2 above target. Independent living enabled through home adaptations -team is now fully staffed and contractor capacity has increased so the Q2 figure is significantly better than target. Community Participation – all four indicators are now significantly better than target and have increased when compared to the same quarter last year.
2. Theme Actions / Priority Metrics that are of concern:
- BPPM375 Empty council properties and BPPM374a Average relet times both significantly below target although a new contractor framework has now been awarded. - BPPM414– Improve energy efficiency from home installations is significantly below target, although better than 12 months ago. - P-HC1.5 More accessible housing for people with social care needs – now On Track, but progress will be discussed in the Q2 clinic. - BPPM225e % of final EHCP's issued within 20 weeks this measure was behind in Q1 and is significantly behind in Q2.
3. Performance Clinic Focus points (Agenda):
Key agenda points agreed via discussion with Lead Director / plus any other points raised at the clinic: - BPPM374a Average relet times – update on the new contractor arrangements & expected progress - P-HC1.5 More accessible housing for people with social care needs – update on progress and cross-directorate working - BPPM225e % of final EHCP's issued within 20 weeks – explanation of the current challenges and actions in place to address.
4. Proposed - Performance Clinic Recommendations / Actions:
Q1 Actions update: - BPPM375 Empty council properties and BPPM374a Average relet times -meeting took place in September. Update below as part of Q2 meeting. - P-HC1.1 More accessible housing for people with social care needs – meeting took place in September. Update below as part of Q2 meeting. Agreed Actions & dates: - Repairs - The contractor framework went live on 1 November. 185 voids can be worked on at one time (165 previously - 12% increase). In addition, there have been structural changes implemented to minimise duplication of work. In Q1 there was a backlog of 304 properties, down to 80 in Q2. Some pre-term tenancy inspections have been undertaken, but the recent fire incidents have

limited capacity. A proposal on surveyor career grading is being created and will be moving forward in the next 3 months. The re-let standard is being updated. **ACTION** Monitor relet times in Q3 to see impact of changes.

2. There is a high refusal rate on age-restricted hard-to-let properties. Varied reasons for refusal but often connected to the reality of a small property for people downsizing. The Direct Offer referral forms are all being reviewed before an offer is made to check e.g. medical requirements. To improve the acceptance rate, teams are establishing if there is capacity, given the recruitment freeze and budget reduction plans, for each applicant to be called to go through the offer to explain what it means. **ACTION** "What would have made you take this property?" question to be added to the refusal form and responses reviewed to look for trends and issues that could be addressed to increase the acceptance rate.
3. Access to housing for people with social care needs has seen 27 offers of housing made and 10 people moved so far and is on-track for 40 offers to be made by the end of the financial year. This has generated £100k of savings to date. A timeline for property offers being made by Housing and considered by Adult Social Care has now been agreed so the impact on re-let times can be minimised. This cross-directorate working is incredibly positive in terms of benefits for individuals and council spend. Given the required budget savings, consideration is needed to determine the resource level required to continue and expand this work in 2023-24 when there is a target of 140 housing offers to adult social care clients. **ACTION** Feedback on the experience from tenants and staff to be collected. **ACTION** Documentation to formalise the package available for new tenants to be produced.
4. Special Educational Needs is an area with a high level of scrutiny from within and outside the council. Nationally there are challenges with meeting statutory timescales for processing Education, Health and Care Plan (EHCP) requests. Bristol has seen a 17% increase in EHCP requests 2022-23 on top of a 17% increase the previous year without corresponding increases in staffing. There are currently nine vacancies in the team which has a direct impact on this metric. In particular, the Educational Psychologists (a statutory part of the assessment) currently have capacity to produce 70 reports a month compared to the 100 requests being received. Agreement given this week to recruit four new Education Psychologists. A recent Ofsted inspection of SEND (Special Educational Needs and Disability) services is due to be published and may result in changes being proposed to performance indicators to measure average wait times. **ACTION** review inspection performance monitoring recommendations and Q3 figure.

5. Items for next Thematic Performance Clinic:

- Monitoring of indicators and actions identified in section 4.
- BPOM430a delivery of new homes and BPPM425 – number of affordable homes delivered
- BPPM352b - Rough sleeping

6. Lead Director Comments:

Q1 progress to date for the Homes and Communities theme is Behind Schedule. Whilst the percentage of Actions on track or better has improved compared to Q1, only half of the Metrics are on target or better. However, eight of the Metrics are significantly better than their targets so it is a mixed picture in terms of Theme performance. The barriers and required actions for improvement are known and understood by the relevant managers. Many of the challenges are national issues and not specific to Bristol. Nevertheless, the impact of two major fire incidents in Tower Blocks has meant the urgent re-prioritisation of works and deployment of human resources onto these critical areas. The full impact on performance cannot be assessed or projected at this time. It is hoped that there will be improvements seen in some of the significantly behind target Metrics following the new contract for housing works going live in November and the recruitment of Education Psychologists for the EHCP assessment process. The Homes and Communities Theme may therefore be able to be categorised as On Track in the future. However, the difficult financial position the council is facing may impact on the progress that can be made.

Donald Graham [Director Housing and Landlord Services]

Date of Thematic Performance Clinic

3 Nov 2022

2022-2023 Homes and Communities Actions & Performance Metrics (Qtr 2 Progress)

Theme 5: Homes and communities

Healthy, resilient, and inclusive neighbourhoods with fair access to decent, affordable homes.

HC	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
PERFORMANCE METRICS Page 459	BPOM249	Reduce Anti-Social Behaviour incidents reported	Children Families & Safer Communities		Data not due Establish Baseline		
	BPOM251	Reduce the percentage of people whose day to day life is affected by fear of crime (QoL)	Children Families & Safer Communities		Data not due Annual Target 18%		
	BPOM312	Increase % respondents who volunteer or help out in their community at least 3 times a year (QoL)	Communities & Public Health		Data not due Annual Target 46%		The cost of living crisis community response relies heavily on people giving time to support community action and volunteering. 250 people have signed up via CanDO Bristol to a call to action (for COVID it was in the thousands). Community and voluntary sector groups are all reporting difficulty in recruiting volunteers which is thought to be a symptom of the cost of living crisis e.g. people working longer hours, more people off work due to ill health.
	BPOM411	Increase the percentage of people who take part in cultural activities at least once a month (QoL)	G&R - Management of Place		Data not due Annual Target 35%		
	BPOM430a	Increase the number of new homes delivered in Bristol	G&R - Economy of Place		Data not due Annual Target 1,500		The 2,563 reported completions for 21/22 showed a significant upturn on 20/21 and recent years. The Residential Development Survey is in progress and so updates for 2022-23 so far are not yet available. However, we are anticipating completions will be high but below the 2021-22 figure. A Five year housing land supply assessment is also underway which will help to establish the pipeline of new completions expected over the next 5 years.

HC Priority 1: Housing supply

Ensure the affordability, availability, diversity and sustainability of housing for all. This includes accelerating home-building in the city to at least 2,000 homes each year, with at least 1,000 affordable, by 2024. Build and retain new social housing; review the system for allocating social housing; provide more supported and extra-care housing for those who need it; pursue a ‘living rent’ in the city; and ensure there are strong long-term plans for the council’s own housing stock and the use of land in the city.

HC1	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-HC1.1	Review access to housing for people with social care needs to live independently in their communities by improving the lettings process and enabling them to be eligible for band one priority on housing waiting lists. Continue to deliver outcomes of the Better Lives at Home programme which is a partnership between adult social care and housing to develop more accessible housing for people with care and social care needs in the community.	People - Adult Social Care		On Track		The process has been set up to identify people who are ready to move on to more independent accommodation. Housing has been identified and people can then be matched to the right place for them. We have moved a number of people into their own tenancies and reached 14% of the target for this year. We have also developed a legal framework to enable Specialist Supported Housing to be built - enabling trusted providers to build the right housing for people with care and support needs. We are piloting this approach.
	P-HC1.2	Support the delivery of 1,000 low and zero carbon, affordable homes by 2024 by investing £12m this year and providing development expertise to partners.	G&R - Housing & Landlord Services		On Track		BCC are currently on track to support the delivery of 1,000 affordable homes by 2024. However, inflationary pressures and supply chain challenges are increasingly a risk that may slow down the current delivery programme.
	P-HC1.3	Improve how council and social housing is allocated and let in Bristol to make the process more user friendly and makes best use of housing supply from our existing stock to ensure that priority is given to those most in need in the city.	G&R - Housing & Landlord Services		On Track		Consultation closed 7 Oct with 1658 completed responses received. Largely positive in response to proposals but full analysis is in progress. Work to understand cost/effort/potential timing of policy and process changes underway. RISK: Work requires high degree of engagement from SME's who are very involved with budget work at the moment. Aiming for CLB in December and Cabinet in Feb 2023.
PERFORMANCE METRICS	BPPM310	Increase the number of private sector dwellings returned into occupation	G&R - Housing & Landlord Services		Significantly better than target Quarter 2 Actual 213 Annual Target 375	↓	Progress is ahead of target.
	BPPM350z	Number of households on the BCC Housing Waiting list	G&R - Housing & Landlord Services	Not calculable	Not calculable Quarter 2 Actual 18,845 Annual Target Not Set		
	BPPM374a	Reduce average relet times (all properties)	G&R - Housing & Landlord Services		Significantly Worse than target Quarter 2 Actual 98 days Annual Target 50 days		External contractor framework approved and mobilising in Q3 which will increase capacity to deliver more voids. As part of action plan, team restructure communicated and beginning, aligned with contractor mobilisation. All of which will result in expected improvements to number of days a property remains as relet.
	BPPM375	Reduce the number of empty council properties	G&R - Housing & Landlord Services		Significantly Worse than target Quarter 2 Actual 297 Annual Target 150	↓	Although still significantly worse than target, contractor framework now awarded, mobilisation meeting underway and additional support from contractors will increase capacity. Marginal improvement indicating emergent decreasing trend.

	BPPM425	Increase the number of affordable homes delivered in Bristol	G&R - Housing & Landlord Services		Worse than target Quarter 2 Actual 109 Annual Target 500		An increased pressure on the development sector in terms of the housing market, materials supply, costs and capacity is beginning to affect affordable housing completions across the City for 2022/23 with slippage between quarters and out of year affecting forecasts for annual completions. Forecasts currently show that we are on target to deliver around 500 affordable homes this year but levels of slippage into 2023/24 are being closely monitored.
HC Priority 2: Low and zero carbon homes Work to decarbonise housing while improving warmth and benefitting people’s health. This includes building innovative, low or zero carbon homes, retrofitting existing housing stock, promoting schemes for private homeowners, and exploring innovative financing and modern methods of construction.							
HC2	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
Page 461 ACTION SNOLIA	P-HC2.1	Develop the Local Plan and related planning policies to create requirement for Zero Carbon Housing, to help meet our goal of Bristol being carbon neutral by 2030.	G&R - Economy of Place		On Track		Policies were presented to the Local Plan Working Group and agreed. These policies will be included in the imminent public consultation (now scheduled to start in November).
	P-HC2.2	Invest £97m between 2022-2030 into Council-owned homes for energy efficiency and carbon retrofitting measures. The funds will be spent on measures such as wall insulation schemes and a programme of solar panel installations. This will ensure all homes reach a minimum EPC of C by 2030.	G&R - Housing & Landlord Services		On Track		A new Energy & Renewables Manager has been recruited, and is due to start in Jan '23. We have been assessing our energy data, and identifying priority properties. Energy works to priority council homes are scheduled for financial years 23/24 and 24/25, totalling £14m, and we have submitted a grant funding bid to BEIS (Department for Business, Energy and Industrial Strategy) for the Social Housing Decarbonisation Fund (SHDF) which if successful, will bring in over £4m to BCC to support the costs of this work.
	P-HC2.3	Increase the use of Modern Method of Construction (MMC) and other innovative technologies to deliver new, sustainable and low carbon homes on council owned land. Working with Goram Homes, Modern Methods of Construction will be used to help to transform Hengrove Park into a high-quality, sustainable neighbourhood and public park.	G&R - Housing & Landlord Services		On Track		We have succesfully now achieved planing consent on the first two of the sites using Modern Methods of Construction (MMC) and are awaiting the consent on the third scheme which was identified within the INNovate Uk project.All projects within the HRA new build prohgramme will be delivered using renewable heating source, being GSHP (Ground Source Heat Pumps) or ASHP (Air Source Heat Pumps) or connected to existing heating networks and will include PV (Photovoltaic) and future proofing for overheating. Goram Homes are currently working up the Reserved Matters planning application for the first large scale phase of residential development at Hengrove Park, which will include a significant proportion of MMC in the design and construction approach. Goram Homes will shortly conclude a piece of work with MMC specialists CAST Consultancy to select the preferred MMC product/provider to be used; and are also midway through a selection process to appoint their overall JV Development Partner, who will incorporate the selected MMC product/provider into their proposals for Hengrove Park Phase 1. This approach will be replicated and developed further in later phases of the development as these come forward. Goram Homes are also exploring a partnership with the South Bristol Construction Skills Academy (adjacent to the development) to equip new entrants to the construction workforce with MMC skills.
PERFORMANCE METRICS	BPPM377c	Reduce the number of Council homes with an EPC rating of D or lower	G&R - Housing & Landlord Services		Significantly Worse than target Quarter 2 Actual 27.7% Annual Target 22.5%		Minor improvement from 27.8% to 27.7%. Asset Management are currently working on a bid to install external wall insulation on our worst performing properties. This project will significantly improve this performance indicator.
	BPPM414	Improve energy efficiency from home installations	G&R - Property Assets & Infrastructure		Significantly Worse than target Quarter 2 Actual 112 Annual Target 260		Delays due to City Leap and contracting.

HC Priority 3: Homelessness

Reduce and prevent homelessness and rough sleeping, tackling the underlying causes . Reduce the number of households in temporary accommodation . Where people have high or complex needs, take a ‘Housing First’ approach to provide stable accommodation at the start of providing wider support . Help prevent homelessness by building and retaining social housing, supporting good mental and physical health, developing employment and skills opportunities, taking ethical approaches to debt collection, and responding to the diverse needs of different people.

HC3	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-HC3.1	Develop new, as well as retaining existing successful, employment and skills programmes for rough sleepers and those at risk of becoming homeless	People - Education & Skills		On Track		The 'Move In, Move On, Move Up' programme is currently delivering to profile and achieving beyond it's into work profile of 20%. Through working with St Mungos and our Rough Sleeper Team, we have built up a strong pipeline of referrals
	P-HC3.2	With partners, we will increase the amount of flats or bedrooms in shared houses for homeless people to move into when they are ready to live independently	G&R - Housing & Landlord Services		On Track		61 of the 150 Rough Sleeping Accommodation Programme units have been delivered and are being used to facilitate moves out of temporary and supported accommodation for individuals who have experienced homelessness. Further units are being delivered across 2022/23 and 2023/24. In Q2, the BCC's private rented team supported 41 households into private rented accommodation.
	P-HC3.3	Review the current needs of the homeless population and conduct an audit of homeless deaths in the city. By working with key partner agencies, such as Golden Key we will be better able to target services to meet needs.	G&R - Housing & Landlord Services		On Track		Public health professionals are in the process of undertaking a health needs analysis of people experiencing homelessness in Bristol. Work is on track to deliver by the end of December 2022.
PERFORMANCE METRICS	BPPM352b	Reduce the number of people sleeping rough on a single night in Bristol - BCC quarterly Count	G&R - Housing & Landlord Services		Significantly Worse than target Quarter 2 Actual 70 Annual Target 50	↓	Two of the bi-monthly counts took place this quarter. July 2022 - 73, September - 70. The September figure has been used for the quarter 2 reporting.
	BPPM353	Increase the number of households where homelessness is prevented	G&R - Housing & Landlord Services		Significantly better than target Quarter 2 Actual 756 Annual Target 1,300	↑	Prevention figures include prevented cases who we owed a Part 7 application. It also includes successful prevention work within WRAMAS (Welfare Rights and Money Advice Service), tenancy support services and Youth Maps.
	BPPM357	Reduce the number of households in temporary accommodation	G&R - Housing & Landlord Services		Worse than target Quarter 2 Actual 1,181 Annual Target 1,100	↓	Increase in homelessness presentations in Q2 compared to previous quarter, however the number of placements in Temporary Accommodation is comparable with Q1
	BPPM358a	Number of households moved on into settled accommodation	G&R - Housing & Landlord Services		Better than target Quarter 2 Actual 531 Annual Target 1,050	↓	Increased focus on move on has brought us back in line with target

HC Priority 4: Disability

Create improved approaches, founded upon disability equality, to enable and support disabled people throughout their lives. These will be co-produced with disabled people, including children and young people with special educational needs, and city partners.

HC4	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
SNOI Page 463	P-HC4.1	Increase the recruitment and progression for people with disabilities through a range of specialist and targeted activities such as Accelerated Learning Centres and increasing the recruitment of inclusive apprenticeships.	People - Education & Skills		On Track		Our WE WORK for Everyone specialist employment support programme continues to exceed job outcome profiles and we are working with Adult Social Care to implement a "Team around the Person" approach to supporting their clients into paid employment.
	P-HC4.2	Improve transition between childhood and adulthood for children and young people with special educational needs and disabilities	People - Adult Social Care		On Track		The Life Skills Program has been launched including regular sessions at the life skills centre and group activities to broaden our aims of improving independence to include peer support, friendship groups. A very successful pilot was run over the summer with very positive feedback from families and young people. Technology Enabled Care (TEC) usage for under 18s has increased and developed to offer more specific TEC for younger people. A new program has been set up for the half term in October offering sessions at different locations with different community services. The young person’s voice is captured in every assessment and the plans are written with the young person. Coproduction with young people in various schools is happening to update and improve our leaflet for young people, so we are as accessible as possible. Feedback is obtained from every young person as we close cases and within the impact analysis statement. As a team, the focus is on the young person and with our support they create their own plan but ongoing training is always needed to improve our skills.
	P-HC4.3	Review the existing adult social care services that BCC currently deliver in-house services to ensure they are delivered in the most efficient way to meet the needs of citizens. This includes either developing services to be more efficient or transferring the delivery to other provider partners who have greater expertise and can deliver better outcomes.	People - Adult Social Care		Behind Schedule		•Work continues to review the Councils Community Meals service, Bristol Community Links and the service provided at Concord Lodge, in line with the corporate saving targets. •A formal Community Meals project board has been formed, and monthly reports submitted to highlight ongoing activity. Board members include key stakeholders from Public Health, finance and the operational service who progress areas of change. A key development is work to replace the outdated ICT platform and enable new analytical capabilities. Discussions have been held with Economic Development to understand options and opportunities to grow the service. There continues to be challenges within the service due to inflationary costs of food / fuel. RAG = Amber •A formal Bristol Community Links project Board has been formed. Board members include finance, HR, communications team, commissioners. An options appraisal paper has been developed and planning is underway for engagement and consultation with all stakeholders in November 2022. RAG = Green •Concord Lodge has been reviewed in tandem with all other in-house services. Options have been developed and planning is underway for engagement and consultation with all stakeholders in November 2022. RAG = Green
ERFORMANCE METRICS	BPPM225e	Increase the percentage of Final EHCPs issued within 20 weeks excluding exception cases	Education & Skills		Significantly Worse than target Quarter 2 Actual 36% Annual Target 50%	↓	During the period January to June to 2022, 128 of the 356 new EHC plans were finalised within the 20-week timescale (excluding exceptions) All new EHCP plans issued for the first time (including exception) - In the first 6 months of 2022 a total of 366 EHCP issued compared to 244 in the same period in 2021, an increase of 33%. We recognise the importance of timely needs assessments for children and young people and actively seek to make further improvements. Whilst waiting for needs assessments CYP can access Ordinarily Available Provision, Top Up funding and support through the graduated school-based response approach (assess, plan, do review). We anticipate further improvements in the next quarter, but may fall short of the projected figure but will continue to aim for the year-end target of 50%. On October 4th 2022 the OFTSED and CQC SEND reinspection took place. The report will be published in the near future and will include a judgement relating to improvement in relation to the EHCP process.

P	BPPM307	Increase the number of people enabled to live independently through home adaptations	G&R - Housing & Landlord Services		Significantly better than target Quarter 2 Actual 1,936 Annual Target 3,400	↑	Progress in delivering home adaptations has increased significantly now the team is fully staffed and contractor capacity has significantly increased. The Q2 target has been exceeded.
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HC Priority 5: Community participation

Make sure that more people can actively participate in their community and in the life of the city. Work to make neighbourhoods safer and more accessible, with good local amenities and strong cultural and social networks. Build the power of individuals, communities and partners to play a greater role in managing social, cultural and community assets. Enable and encourage civic, political and democratic participation.

HC5	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-HC5.1	Look to transfer some sports facilities to community organisations where there is appetite for the community to run and manage them	G&R - Management of Place		Behind Schedule		Waiting on approval of project resources to allow the project to be progressed.
	P-HC5.2	Improve equality of access to information about the council's decision-making processes, voter registration and standing for public office by delivering a research project on the barriers preventing citizens from engaging in the democratic process.	Resources - Legal and Democratic Services		On Track		This action is now in part being overseen by the cross-party Committee Model Working Group (CMWG) who are responsible for managing the arrangements for the Council's transition to a new model of governance. The CMWG have a communications strategy in place, which includes a comprehensive range of activities to seek views and share information about the Council's democratic decision-making processes. In addition, two 'Be a Councillor Events' will be taking place in November 22 to provide guidance to prospective candidates who may stand in the 2024 elections.
	P-HC5.3	Maintain a responsive, accessible, and sustainable network of libraries working with communities and partners for the good of local communities and the city as a whole.	G&R - Management of Place		On Track		All 27 libraries open with Southmead Library now relocated to a new location in Southmead House. Unplanned closures are still a challenge due to staffing shortages.
PERFORMANCE METRICS	BPPM194	Numbers of citizens participating in community clear ups per quarter	G&R - Property Assets & Infrastructure		Significantly better than target Quarter 2 Actual 2,620 Annual Target 3,500	↑	Litter picking performance continues to be strong.
	BPPM311	Maintain the levels of engagement with community development work	Communities & Public Health		Significantly better than target Quarter 2 Actual 5,015 Annual Target 8,000	↑	We have had good engagement numbers over the first and second quarter. We are above target. We have also connected 372 people together and supported 619 people to action in their community.
	BPPM410	Increase the number of visitors to Bristol Museums Galleries and Archives	G&R - Management of Place		Significantly better than target Quarter 2 Actual 378,452 Annual Target 550,000	↑	Visitor numbers for M Shed and Bristol Museum & Art Gallery (BMAG) are recorded using the people counters, for Red Lodge and Georgian House pre-booked visitors are recorded through Pretix and walk-ups are recorded via manual tally. The Blaise figure is from check in scans and walk-up ticket sales and both Kings Weston Roman Villa and Working Exhibits are recorded through ticket sales. Prebooking for general entry has been in place across all sites (except working Exhibits) over the summer, although uptake has been varied across sites with Blaise and BMAG having more pre-booked visitors and M shed Georgian House and the Red Lodge having much fewer.
	BPPM537	Ratio of consultation response rate for the most and least deprived 20% of Bristol citizens	Resources - Policy Strategy & Digital		Significantly better than target Quarter 2 Actual 1.04 Annual Target 1.5	↑	The Q2 value is better (lower) than target and similar to the Q1 value. The PI is a rolling annual average and in Q2 is still positively influenced by two atypical surveys in 2021/22 Q3 which had very high response rates from the most 20% of the city (Colston Statue and the Advertising Survey). These surveys will not be included in the 2022/23 Q3 PI and it is expected that the Q3 value will be closer to the target of 1.5

Thematic Performance Clinic Report

Transport & Connectivity Qtr 2 (01 July '22 – 30 Sept '22)

Report of the Lead Director: Patsy Mellor [Director Management of Place]

Date: 2 Nov 2022

Actions	Priority Metrics	Outcome Metrics	Overall Progress
Performance			Behind schedule
40% on schedule or better (4/10)	33% on target or better (1/3)	N/A	
Direction of Travel			
0% better than Q1 (0/10) 60% same as Q1 (6/10) 40% worse than Q1 (4/10)	100% improved compared to 12 months ago (3/3)	N/A	

The Thematic performance clinic met to review progress against the relevant actions and metrics listed in the 2022/23 Business Plan. In addition to detailed notes, the Key findings with summary from lead Director, are:

1. Theme Actions / Metrics performing well:
• Levelling Up Fund Bid submitted for a regional cycling centre to replace the Hengrove Park facility. • Bristol's Clean Air Zone (CAZ) launch on 28th November 2022 is on track. Cameras and signs are in place, finance companies are starting to release funding to those eligible for grants and loans and the exemption portal is live. • Implementation is due to start in December to replace existing streetlights with LED lights and utilise a Central Management System which will save around £1 million per year when completed as well as reduce the council's carbon footprint.
2. Theme Actions / Metrics that are of concern:
• Only four of the ten Actions are On Track and four of the ten Actions have a worse status than in Q1. All three Actions in the Connectivity priority are behind or well behind schedule. • Action P-TC1.2 Behind Schedule: Improve connectivity across the city. • Action P-TC1.3 Well Behind Schedule: Maximise regional and national funding streams to deliver significant transport connectivity improvements • Action P-TC 3.2 Behind Schedule: Euro 6 emissions standard replacement hackney carriage and private hire vehicles. • Action P-TC4.1 Behind Schedule Reduce flood risk by upgrade of Underfall Yard Sluices
3. Performance Clinic Focus points (Agenda):
Key agenda points agreed via discussion with Lead Director / plus any other points raised at the clinic: • P-TC3.3 – CAZ - update on enquiry numbers and timescales for response. • P-TC3.2 Further detail on the policy amendment to allow older Euro 6 compliant vehicles • P-TC1.2 – Improving Connectivity & P-TC1.3 – Maximise funding streams - Mayor's Office update
4. Proposed - Performance Clinic Recommendations / Actions:
Q1 Actions update: 1. Clean Air Zone (CAZ) ACTION Relevant lead to provide an update in a month (12 Sept) on the call backlogs – Complete and Q2 Agenda item for latest position. 2. CAZ – outstanding recruitment of additional staff – being reviewed at the Board ACTION Patsy to support in getting approval – Complete and recruitment approved. 3. Timeliness of WECA quarterly data. Keep under review. Q2 received in time for Performance Clinic. 4. ACTION Patsy to raise how the One City Board can work with First Bus on their plan and timescale to address the driver shortage, and maintain bus routes – Complete.

5. **ACTION** Relevant leads to produce a one page summary / flow-chart of processes to flag issues to Transport Management Team (TMT) and EDM as a formal escalation / decision-making process.
Superseded by Transport and Highway Overview Board (THOB).

Agreed Actions & dates:

1. CAZ on track for go-live on the 28 November and teething problems around processing enquiries now resolved with staff and automated systems in place. 91% of expressions of interest had been contacted as at 21 Oct with an average of 217 contacts being made per week compared to around 100 per week being received. Local exemptions extended until 31st March 2023 and those going through the Finance Assistance Scheme (FAS) can apply for exemption until 31st July 2023 (or until new vehicles arrives if sooner), although applicants will need to apply for an exemption via the portal which went live in September. A meeting with the government on the 9 Nov will decide on whether to go live on the 28 Nov. **ACTION** In Q3, confirm go-live went ahead.
2. Improving air quality and promoting the use of low carbon transport by only issuing licences for replacement hackney carriage and private hire vehicles that comply with the Euro 6 emissions standard or have ultra-low emissions is being compromised due to a national shortage of new and second hand wheelchair accessible vehicles. Whilst the Action is being complied with, proprietors of existing non-CAZ compliant licensed vehicles are struggling to replace their vehicles due to the shortage and second-hand prices have significantly increased. In an effort to increase supply, a proposal to amend the [Hackney Carriage and Private Hire Licensing Policy 2021-2026 \(bristol.gov.uk\)](https://www.bristol.gov.uk/hackney-carriage-and-private-hire-licensing-policy-2021-2026) to allow vehicles over 3 and half years old (but CAZ compliant) is currently passing through the Public Safety & Protection Committee (PSP). A short consultation is required pending referring back to PSP for adoption in December. This means it will not be determined before the CAZ go live date and that drivers of non-compliant vehicles will need to pay the CAZ charge from the 28 Nov. **ACTION:** Lead Manager to raise at Mayor's briefing on 10 November.
3. The City Region Sustainable Transport Settlement (CRSTS) Actions under the Connectivity priority in this Theme are behind schedule. Clarity is required as to which projects or components of projects can be progressed. **ACTION** Responsible Officers to continue to engage with the Administration to find a way forward.

5. Items for next Thematic Performance Clinic:

- Clean Air Zone (CAZ) update after go-live
- CRSTS Actions
- Underfall Yard Sluices if no progress made in Q3

6. Lead Director Comments:

Most of the projects that came to the clinic are well sighted and covered at G&R Board. Progress has been made on the Clean Air Zone recruitment. The project has made good progress with customer contact and the processing of exemptions and financial. A small risk remains that not all exemptions will be progressed in time. If for instance there is a last-minute surge in exemption applications however the team are processing twice the number of applications received so working through any still outstanding.

The replacement of private hire vehicles and Hackney carriages is problematic due to cost and availability of wheelchair accessible hackney carriages. There is a shortage in the market. To help the Hackney Carriage and Private Hire Licensing Policy will be amended to allow vehicles over 3.5yrs old (CAZ compliant) The Mayor's office is being briefed on this 10 Nov.

City Region Sustainable Transport Settlement (CRSTS) does need progressing as several projects are delayed and flagging red awaiting decisions from the Mayor's office. CLB to discuss how to progress with Mayors Office

Patsy Mellor [Director Management of Place / Lead for Transport & Connectivity]

Date of Thematic Performance Clinic 2 November 2022

2022-2023 Transport and Connectivity Actions & Performance Metrics (Qtr 2 Progress)

Theme 6: Transport and connectivity

A more efficient, sustainable, and inclusive connection of people to people, people to jobs and people to opportunity.

TC	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
PERFORMANCE METRICS Page 467	BPOM323	Increase % of people who see friends and family as much as they want to (QoL)	Communities & Public Health		Data not due Annual Target 78%		It is very difficult to assess this. Cost of living could mean less travel and less entertaining but could also mean people are more likely to be helping each other out.
	BPOM353	Satisfaction with the local bus service	G&R - Economy of Place		Data not due Annual Target 52%		Satisfaction with bus services is likely to be negatively impacted this year by a chronic driver shortage. This has resulted in a reduction in the number of services in the city, and poor performance for services that are operating. A significant driver recruitment exercise is underway, supported by WECA in terms of promotion and skills development.
	BPOM434a	Reduce the proportion of deaths attributed to particulate air pollution	G&R - Economy of Place		Data not due Annual Target 5%		The Slow the Smoke project has raised awareness of local emissions of PM2.5 from solid fuel burning in Ashley and also given us good information on attitudes and behaviours to air quality from domestic combustion. We are now working on an air quality strategy which will complement the CAZ by addressing pollution from non-road sources. We have submitted a bid for funding in 2023 for a programme of diesel generator replacement for events, which will help reduce local exposure to harmful PM2.5. The council only has influence over a small proportion of the ambient levels of this pollutant. We anticipate that due to the cost of living crisis there may be a small increase in concentrations over the next two winters as people increase solid fuel burning to keep warm.
	BPOM470	Reduce the percentage of people saying that traffic congestion is a problem in their area (QoL)	G&R - Economy of Place		Data not due Annual Target 73%		
	BPOM476	Increase the number of people travelling actively to work by walking and cycling (QoL)	G&R - Economy of Place		Data not due Annual Target 39%		
	BPOM480	Increase the % of monitoring sites that meet the annual air quality target for nitrogen dioxide	G&R - Economy of Place		Data not due Annual Target 98%		Data for calendar year 2022 to be reported at year end.

TC Priority 1: Connectivity

Improve physical and geographical connectivity to help include more people socially, educationally and economically. Drive progress on delivery of mass transit, tackle congestion and expand active travel infrastructure. Work in close partnership with the West of England Combined Authority to ensure progress on accessible public transport infrastructure, including additional Park and Ride facilities and pressing for mainline electrification.

TC1	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-TC1.1	Progress our ambitions to develop a mass transit system by working with regional authorities to deliver a consultation on mass transit.	G&R - Economy of Place		Behind Schedule		As per Q1, still no consultation materials agreed. Strategic Outline Business Case documents commented on, awaiting feedback
	P-TC1.2	Improve connectivity across the city through a variety of projects which strengthen transport links. This will include Bristol’s involvement in the government’s City Region Sustainable Transport Settlement. These projects will address transport needs across the city in relation to strategic corridors and active travel.	G&R - Economy of Place		Behind Schedule		There have been some delays on corridors including A37/4018, awaiting feedback and decision from the Administration on the City Centre. Portway proceeding, A4 Bristol to Bath on hold pending review by WECA, M32 proceeding.
	P-TC1.3	Maximise regional and national funding streams including the City Region Sustainable Transport Settlement to deliver significant transport and connectivity improvements. Priority projects for this year include improvements to the number 2 bus route and city centre	G&R - Economy of Place		Well behind Schedule		Schemes subject to review of City Transport. Committee submission for No. 2 pushed back following a decision to not submit Outline Business Case to September committee. City Centre designs are developing but awaiting decisions from the Administration in order to proceed further.

TC Priority 2: Improved bus services

Enable inclusion through better bus services. Work with partners to double frequency, improve safety and reliability, move to a zero-emission bus fleet, and increase the number of routes so more places are served.

TC2	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-TC2.1	Establish the new Portway Park and Ride, with an improved bus service, increased car park capacity, and a new railway station.	G&R - Economy of Place		Behind Schedule		Rail station due to complete winter 22/23, P&R expansion progressing
	P-TC2.2	Create an enhanced partnership with bus operators as part of the Bus Service Improvement Plan working with the West of England Combined Authority and neighbouring local authorities	G&R - Economy of Place		On Track		As per previous update, Enhanced Partnership being developed for agreement and linked to Bus Service Improvement Plan funding
PERFORMANCE METRICS	BPPM474	Increase the number of journeys on Park & Ride into Bristol	G&R - Economy of Place		Significantly Worse than target Quarter 2 Actual 470,719 Annual Target 1,088,762	↑	The return of Park & Ride (P&R) usage returning to pre pandemic levels continues to lag behind other bus services. P&R services are operating on lower frequencies which itself is constraining growth. It is not possible to increase frequencies at this time due to driver shortages. Note this is mainly led by the West of England Combined Authority (WECA).
	BPPM475	Increase the number of passenger journeys on buses	G&R - Economy of Place		Worse than target Quarter 2 Actual 15,661,828 Annual Target 32,835,216	↑	Bus usage continues to be suppressed - the scope of the bus network has been reduced due to driver shortages and performance of registered services is poor. Note this is mainly led by the West of England Combined Authority (WECA).

TC Priority 3: Safe and active travel

Enable inclusion through better bus services. Work with partners to double frequency, improve safety and reliability, move to a zero-emission bus fleet, and increase the number of routes so more places are served.

TC3	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-TC3.1	Establish a regional cycling centre to replace the existing Bristol Family Cycling Centre currently at Hengrove Park. The new facility will combine a range of cycling services, including teaching people to cycle, rehabilitation and inclusive cycling for people with disabilities and an extensive sports cycling facility.	G&R - Economy of Place		On Track		Bid submitted, no further updates until bid response provided
	P-TC3.2	Improve air quality and promote the use of low carbon transport by only issuing licences for replacement hackney carriage and private hire vehicles that comply with the Euro 6 emissions standard or, if new hackney carriage licences, vehicles that have ultra-low emissions.	G&R - Management of Place		Behind Schedule		Supply of second hand Euro 6 CAZ compliant Wheelchair Accessible vehicles in very short supply which is affected the ability of proprietors of Euro 5 WAV vehicles to replace their vehicles. Policy amendment going through the Public Safety & Protection Committee processes to allow older Euro 6 compliant vehicles to be licensed
	P-TC3.3	Introduce the Clean Air Zone for Bristol to improve air quality.	G&R - Economy of Place		On Track		Clean Air Zone is on track for launch on 28th November 22. Cameras are all up and boundary signs are all in place with peel off faces that will be unveiled a week prior to launch. Application for exemption portals is now open and Business Accounts are live to enable businesses to add all fleet details to make payment easier. Finance companies now in place – just starting to release finding for all those who were eligible for grants/loans.
PERFORMANCE METRICS	BPPM120	Road Safety: reduce the number of people killed or seriously injured in road traffic incidents.	G&R - Economy of Place		No Target Quarter 2 Actual 24 Annual Target 95	↑	In the first half of 2022, Avon & Soms Police moved over to a new collision database/IT system for handling collision reports. This change has affected the receiving of collision data at BCC in a timely manner. The KSI casualty figure for Q2 is lower than expected for the period and is likely to change when all of the collision data for the period is eventually received later in the year. In order to bring the reporting and target in line with the One City Plan (50% reduction in those killed or seriously injured due to incidents on Bristol's roads using 2018 as the baseline year), the baseline year of the target has been changed to 2018, from 2020 previously. This means that the 2022-23 target is now 95 and not 85 as previously published.
	BPPM477	Increase the number of public electric vehicle charging points	G&R - Management of Place		On target Quarter 2 Actual 0 Annual Target 50		The Energy Service have been awarded 2 new grant funds for charge-points. In quarters 3 and 4 of 2022/23 we expect to install 4 x Ultra-rapid charging sockets to support the e-van hire from Fleet services, funding from Highways England. A decision to proceed with lamppost chargers for residential areas is being considered by senior leadership and Mayor's office.

TC Priority 4: Physical Infrastructure

Plan, prioritise and begin a refreshed and long-term (25-year+) programme of maintenance, repair, and renewal of the city’s infrastructure, such as roads and bridges. This will help make sure that the city is safer, more climate- resilient, nature-friendly, and able to grow its economy in an inclusive and sustainable way.

TC4	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-TC4.1	Reduce the risk of flooding and damage to Bristol Floating Harbour by upgrading of Underfall Yard Sluices and the surrounding infrastructure.	G&R - Management of Place		Behind Schedule		An Outline Business Case (OBC) covering work to upgrade Underfall Yard Sluices and the surrounding infrastructure was submitted to the Environment Agency in July. The OBC is supported by the local Environment Agency flood risk team. The first review of the OBC by the National Environment Agency Assurance group has not satisfied them this work will mitigate flood risk in Bristol. A meeting is being arranged to discuss further. If this does not resolve the issue, the BCC flood risk team will escalate .
	P-TC4.3	Invest in public lights by replacing existing street lights with LED lighting (light-emitting diodes) and a Central Management System (CMS). This will save around £1m a year when the project is completed and will reduce our carbon footprint.	G&R - Management of Place		On Track		Due to start implementation in December. Project on track
PERFORMANCE METRICS	BPPM118	Percentage of Principal roads where maintenance should be considered	G&R - Management of Place		Data not due Annual Target 10%		
	BPPM170	Satisfaction with the condition of road surfaces	G&R - Management of Place		Data not due Annual Target 35%		

Thematic Performance Clinic Report

Effective Development Organisation - Qtr 2 (01 July '22 – 30 Sept '22)

Report of the Lead Director: Tim Borrett [*Director – Policy, Strategy & Digital*]

Date: 09 Nov 2022

Actions	Priority Metrics	Outcome Metrics	Overall Progress
Performance			Behind schedule
69% on schedule or better (9/13)	33% on target or better (4/12)	n/a	
Direction of Travel			
1 improved since Q1 11 are the same as Q1 1 is worse than Q1	43% improved on 12 months ago (3/7)	n/a	

Overall progress is given as behind schedule due to the majority of metrics being both below target and performing less well than the same period last year. We also have almost a third (31%) of our Actions reported as behind schedule. The Thematic performance clinic met to review progress against the relevant actions and metrics listed in the 2022/23 Business Plan. In addition to detailed notes, the Key findings with summary from lead Director, are:

1. Theme Actions / Metrics performing well:
• BPPM513: <i>Reduce the race pay gap</i> – this continues to be performing significantly ahead of target at 6.7%. It is worth noting that only six years ago the gap was over 15%, so while we are not yet at destination, we have seen significant progress in that time. However, it should also be noted that one of the drivers of recent statistical improvement was the transfer of a cohort of lower paid staff with higher levels of representation from racially minoritised groups to an external provider. • BPPM535: <i>Improve the percentage channel shift achieved for Citizens Services overall.</i> We are continuing to see an upward trend of customers using self-service online. This ultimately has positive knock-on effects for us in terms of resource/associated costs, and is being help by the following project: • P-EDO2.2, the Digital Transformation programme which sets out to drive down costs and increase efficiency. With work around channel shift strategy being the focus in Q3, we could reasonably expect to see further progress on the metric above when that takes effect in 2023/24.
2. Theme Actions / Metrics that are of concern:
• BPPM516: <i>Increase the percentage of Corporate FOI requests responded to within 20 working days</i> – this is of concern, as it is now showing as significantly below target. After a period of improving performance, the outturn has begun to head in the wrong direction. Suggest that this could be a focus of the Q3 Performance Clinic alongside Complaints. • BPPM528: <i>Increase the percentage of employment offers made to people living in the 10% most deprived areas.</i> Performance here continues to be intransigent, however as noted at the Clinic in Q1 there may be a better measure for us in terms of measuring this cohort. This would look at the workforce as a whole and not just new offers made; especially in light of the current recruitment freeze. • BPPM529: <i>Increase the % of young people (16-29) in the Council's workforce.</i> After some years of gradual improvement, performance against this metric has reversed and is now showing as significantly below target. Getting more young people into employment with BCC is a priority, so this is another measure which could be looked at in more detail in future performance clinics. • P-EDO4.1/ P-EDO4.2/ P-EDO4.3 All three of the actions owned by the Insight, Performance and

Intelligence team are behind schedule. These involve improving our corporate performance framework more generally, with specifics around related databases, automated data, analytic tools and dashboards. Issues here are to be the focus of the Q2 Clinic (details below).

3. Performance Clinic Focus points (Agenda):

Look at the blockages to progress against developing and implementing a new corporate performance reporting framework. Inc Power BI development needed to improve our performance reports, alongside having more automated data and detail in order to best serve senior leaders within the organisation.

4. Performance Clinic Recommendations / Actions:

Agreed Actions & dates:

- In respect to Workforce more generally it was noted that Human Resources/Learning & Development should still be giving advice to Managers restating that the focus on employing both young people and those from more deprived areas remains a corporate priority, even with the challenge of budget pressures. This is something that could be signposted more explicitly in the guidance notes for our imminent Service Planning process, and perhaps also noted in any associated cover email from the Chief Executive.

Action – Lead Director (Tim Borrett) to progress.

- **P-EDO4.1** Give service areas access to better insights and data tools to support evidence-led decision making through the Data and Insights Programme; focus for this year is Children's Social Care, Housing and Education.

It was acknowledged that although progress against the action has been slower than hoped and the Programme has been re-baselined. It is still expected to be delivered. One of the reasons for the delay has been pausing work to redesign the staffing structure in light of the Common Activities Programme (CAP) running; meaning managers chose to wait until all colleagues had been centralised to the service, rather than run two restructure processes within a year.

There are related issues here (and more generally for all three actions) about the level of time and financial contingency built in from the start. The D&I programme built in a programme-wide contingency amount that has been allocated out to individual projects on a needs basis and ratified by the Programme Sponsor at Board meetings. Upon reflection, it may have proved more helpful to have allocated a percentage to each project from the outset to enable better planning and budgetary control.

- **P-EDO4.2** Develop the Think Family database to share improved information with partners, such as the Police, about risks and vulnerability of children and families in the city. This will enable us to identify and respond at the earliest possible point.

Issues here included identifying and then trying to manage/rectify problems with the robustness of partner data, while having to also bear in mind trying to eventually join all of these disparate areas up with the proposed 'data lake' – a single place where all data is able to be both stored and accessed. Again, the contingency element of this could have been better gauged at a Project rather than Programme level.

- **P-EDO4.3** Take a new approach to corporate performance management, including a new corporate scorecard and city dashboard to monitor different performance measures. This will give managers, political leaders, Scrutiny members and the public a more joined-up overview of performance, both of the council and the wider city.

This requires financial investment and third party support to build, and in light of in-year council-wide budget pressures and other financial pressures in the Programme, this has not been possible. In terms of the Corporate Scorecard, the cost as quoted is £35k and although a funding source has been tentatively identified it is not confirmed this can be progressed given the need to mitigate in-year divisional financial pressures.

The aspiration for a City Dashboard emerged initially from the Mayor's Office. The work is linked to, albeit a separate entity, the corporate scorecard work as there are some elements of overlap. The funding position remains a challenge and there is no internal capacity to develop, test and maintain the dashboard to the necessary quality. It is unknown when or indeed if, such a product can be initiated when set against the current financial and resource constraints, given there is no statutory requirement to have one.

Action – Explore options for external grant opportunities to pay for the Corporate Scorecard development. To explore opportunities for internal collaboration and co-funding with other council teams. If funding cannot be achieved then it is proposed to hold this project until the next financial year.

5. Items for next Thematic Performance Clinic:

- **BPPM516** Increase the percentage of Corporate FOI requests responded to within 20 working days
- How can the BCC corporate hub better engage with colleagues working out in the Directorates? In order to smooth processes and increase both understanding and compliance with policies/protocols to make working towards common goals more effective and efficient. To achieve this we may want to engage with external learning - specifically around systems thinking. It may be that this element necessarily needs more thought and may not be realised until a later date. To keep in mind for future Clinics.
- To look more deeply at how we could streamline the amount of bureaucracy more generally across the organisation in a safe and secure way.

All of the above issues are subject to change when the Director sets the agenda for Q3 during January 2023.

6. Lead Director Comments:

- Performance in this theme has declined in Q2, and to some extent this is likely to be due to the impact of both a corporate recruitment freeze and the redirection of much management time and resource to major transformation programmes such as Common Activities.
- In light of this – and the priority focus on 2023/24 budget planning at the time of the Q2 performance cycle – a lighter touch was taken in terms of the performance clinic as resources are stretched and the issues and causes of performance dips well-understood.
- The Data and Insight Programme has been trialling entirely new ways of working and rebuilding both a service and its functions from the ground up, and so the challenges have also proven useful to capture learning and this will stand future data and insight projects in better stead, particularly when planning investment in them and developing future business cases. Whilst there are legitimate reasons for the delays and some issues, the service will need to prioritise completion of its restructure and skills-transfer from the council's external partner to in-house staff as that contract draws to a close later in the financial year.
- With very challenging financial times facing all councils, it is likely future performance will be impacted by limited funds and shrinking services. With this in mind, making back-office processes more efficient and helping services across the council fulfil many and varied corporate reporting requirements more easily will become increasingly important. Therefore, the Q3 Clinic is likely to look at this topic and how reporting methods and cycles across topics such as risk, performance, finances, audit actions etc. are better joined up to reduce administrative and management burdens whilst maintaining a safe, effective system of governance.

Tim Borrett; Director – Policy, Strategy & Digital (Director lead for Effective Development Organisation)

Date of Thematic Performance Clinic

09 Nov 2022

2022-2023 Effective Development Organisation Actions & Performance Metrics

Theme 7: EFFECTIVE DEVELOPMENT ORGANISATION

From city government to city governance: creating a focused council that empowers individuals, communities and partners to flourish and lead.

EDO	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
PERFORMANCE METRICS	BPOM520	Increase the % of colleagues who would recommend the council as a good place to work	Resources - Workforce & Change		Data not due Annual Target 72%		
	BPOM530	Increase the satisfaction of citizens with our services (QoL)	Resources - Policy Strategy & Digital		Data not due Annual Target 40%		The Quality of life survey formally reports once a year. Whilst the Council strives to provide a wide range of services that the citizens of the city value, many factors beyond the scope of the local authority can influence how people think about and respond to, these questions. Given the range of extraneous factors involved it is a challenge to influence responses, however, we do continually engage with citizens to understand their experiences of Council services and how things could be improved and a number of services run surveys and consultation events that they use to inform service delivery’
	BPOM531	Increase the % of people who think that the Council provides Value for Money (QoL)	Resources - Policy Strategy & Digital		Data not due Annual Target 26%		The Quality of life survey formally reports once a year. Whilst the Council strives to provide a wide range of services that the citizens of the city value, many factors beyond the scope of the local authority can influence how people think about and respond to, these questions. Given the range of extraneous factors involved it is a challenge to influence responses, however, we do continually engage with citizens to understand their experiences of Council services and how things could be improved and a number of services run surveys and consultation events that they use to inform service delivery’

EDO Priority 1: One City

Use a One City Approach to take a collective, partnership-focused approach to city leadership. Enable strong civic participation and the joining-up of activities by partners towards our common goals.

Work to convene, build and exert regional, national, and international influence to advocate for the city and attract appropriate investment.

EDO1	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
	P-EDO1.1	Work with the universities in Bristol and the Further Education sector to create a written Civic University Agreement. This would set out how we work together and enable our major Higher and Further Education institutions to contribute to the civic life of the city.	Resources - Policy Strategy & Digital		On Track		Draft principles circulated to partner working group with partner comment being added till early November. BCC decision pathway to be confirmed (now likely Cabinet approval in February/March 2023). Internal engagement including Cabinet Members due to commence November 2022.

ACTIONS	P-EDO1.2	Work with relevant partners across the Council and city to help embed the ‘health in all policies’ approach to tackling the wider factors which determine good health and maximise positive health outcomes.	People - Communities & Public Health		On Track		Work continues to embed health in all policies, working closely with the parks team to update the parks and green spaces strategy; and feed into the development of the inclusive economic growth strategy. Researchers from the TRUUD project have reviewed the existing Local Plan from a wider determinants of health perspective and produced recommendations to ensure health is embedded in the emerging Local Plan and policies. The Council has recently adopted the Healthy and Sustainable Procurement Policy in response to the climate and ecological emergency, with health and the Bristol Eating Better Award embedded in the policy. We are developing training materials and resources to up skill colleagues about the wider determinants of health and how we embed health in all policies.
	P-EDO1.3	To keep Bristol safe and manage Covid 19 infection through the implementation of Bristol Living Safely with Covid Framework	People - Communities & Public Health		On Track		We are working across Bristol to promote covid vaccination and support access. Testing for the majority has been stood down nationally which has limited data available. We continue to utilise the data that is available to estimate and support local comms to stakeholders, inc the public. Our health system is under immense pressure although Covid-19 illness requiring hospitalisation / critical care remains much lower than the same period last year. Those that are clinically extremely vulnerable have access to swift testing and treatment to prevent harm.
EDO Priority 2: One Council Make it easier to get things done as ‘One Council’ by adopting more consistent standardised and well communicated procedures and processes, with corporate support services that are the right size for the needs of the organisation.							
EDO2	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-EDO2.1	The council will identify where colleagues do similar work in different departments, bringing some professional functions more closely together. This will help make sure we are efficient, joined-up and best able to direct our limited resources at our highest priorities.	Resources - Workforce & Change		On Track		To date, the Common Activities Programme has moved 92.39 FTE from across the organisation into a centralised common activity function. Savings secured to date are £278,565 with further moves and savings forecast for the next month. The Performance Board has now been established as an ongoing operational board beyond the life of the programme where common activity teams performance will be monitored and any issues with service delivery will be resolved. The programme remains on track to close in Dec '22 - although opportunities to accelerate closure are being reviewed within the context of the budget saving work.
	P-EDO2.2	Improve Council digital services to drive down costs and increase efficiency, by delivering a Digital Transformation Programme	Resources - Policy Strategy & Digital		On Track		The Channel Shift activity is a key part of this strategy and is currently under development - due Q3. In addition BCC are currently evaluating responses from prospective Digital Strategic Partners who will support us in both definition of our digital delivery priorities but may also enhance our resource levels in line with capacity and appetite for change.
PERFORMANCE METRICS	BPPM523	Maintain appropriate staff turnover	Resources - Workforce & Change		On target Quarter 2 Actual 13.5% Annual Target 12.5%	↑	The annual rate of turnover has remained steady and has increased by 0.5% compared to year ending 30 September 2021. It is likely to further increase in light of the Council's financial situation.
	BPPM535	Improve the percentage channel shift achieved for Citizens Services overall	Resources - Policy Strategy & Digital		Better than target Quarter 2 Actual 35.4% Annual Target 32.5%	↑	The number of citizens that are accessing services online continues to be high. Transactional services such as Waste are most popular for self-service.
	BPPM536	Increase % of all Equality Action Plan actions reporting expected progress (or better)	Resources - Policy Strategy & Digital		Significantly Worse than target Quarter 2 Actual 77% Annual Target 86%	↓	A high number of equality actions with less progress than expected have been delayed due to in-year budget savings and staffing pressures, including the recent recruitment freeze. Some actions linked to planned activities have been postponed or changed to address the cost of the living crisis.

EDO Priority 3: Employer of Choice

Live our organisational values and show leadership on equality, diversity and inclusion across the council and city, becoming a recognised employer of choice. Make sure we have an inclusive, high-performing, and motivated workforce that is representative of the city we serve. Support people to learn, develop in their careers and maximise their wellbeing.

EDO3	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-EDO3.1	Review and refresh the Workforce Strategy to reflect the needs of the new Bristol City Council Corporate Strategy, this will help us proactively meet the future challenges and requirements of the organisation by ensuring we have the right skills in the right places when we need them	Resources - Workforce & Change		On Track		Work to refresh the strategy is well underway, with a review of all actions against the last plan complete. The priorities for the new strategy have been shaped by input from HR committee, and engagement with staff led groups and trade unions is due to get underway shortly. The launch date has been put back to the new year to take account of any new or changing priorities following the budget setting process for next year.
	P-EDO3.2	Engage with central government to create a healthier working environment for social workers to operate in. We will implement a new recruitment and retention approach across Childrens services and education to address workforce challenges and reduce our use of agency staff.	People - Children, Families Community Safety		Behind Schedule		The senior management team have developed a transformation plan for the service including investment required to improve workforce stability and recruitment and retention across the service. Due to significant budget pressures the timescales have extended for these projects. We hope to begin these in Q4.
PERFORMANCE METRICS	BPPM512	Reduce the gender pay gap	Resources - Workforce & Change		Worse than target Quarter 2 Actual 4.1% Annual Target 3.8%		Our ability to further improve our performance may be limited by the impact of the Council's financial situation on our workforce. That said, all major workforce changes are subject to equalities assessments, which aim to eliminate/mitigate negative impacts.
	BPPM513	Reduce the race pay gap	Resources - Workforce & Change		Significantly better than target Quarter 2 Actual 6.7% Annual Target 7.5%		Our ability to further improve our performance may be limited by the impact of the Council's financial situation on our workforce. That said, all major workforce changes are subject to equalities assessments, which aim to eliminate/mitigate negative impacts.
	BPPM522	Reduce the average number of working days lost to sickness (BCC)	Resources - Workforce & Change		Significantly Worse than target Quarter 2 Actual 10.40 days Annual Target 9.00 days	↓	The level of sickness absence has increased slightly (0.2 days) since last quarter. 1.87 days were due to Covid-19.
	BPPM528	Increase the percentage of employment offers made to people living in the 10% most deprived areas	Resources - Workforce & Change		Significantly Worse than target Quarter 2 Actual 3.7% Annual Target 6.5%	↑	Our ability to further improve our performance may be limited by the impact of the Council's financial situation on our workforce. That said, all major workforce changes are subject to equalities assessments, which aim to eliminate/mitigate negative impacts.
	BPPM529	Increase the % of young people (16-29) in the Council's workforce	Resources - Workforce & Change		Significantly Worse than target Quarter 2 Actual 12.4% Annual Target 14%		Our ability to further improve our performance may be limited by the impact of the Council's financial situation on our workforce. That said, all major workforce changes are subject to equalities assessments, which aim to eliminate/mitigate negative impacts.

EDO4	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-EDO4.1	Give service areas access to better insights and data tools to support evidence-led decision making through the Data and Insights Programme; focus for this year is Children's Social Care, Housing and Education.	Resources - Policy Strategy & Digital		Behind Schedule		The work continues to progress with the roll out of insight packages to colleagues in Homelessness and Childrens' Social Care. Others are in progress, including across Education and ASC. New HR analytics dashboard also due for launch in Q2. The data & Insights programme has now been rebaselined (agreed at CLB) to allow for internal staff to transition knowledge over from our external data partner and simultaneously continue work on the service redesign. In the original strategy it was envisaged that the creation of a functional operating model (FOM) would precede the roll out of the analytics products and data management approach. The Common Activities programme meant that the work on the FOM was placed on hold until all data and insight resource working across the Council had been identified and transferred. This therefore delayed much of the analytics work and led to the rebaselined position. Reduced capacity means that the range of insight provided will not be as extensive as anticipated. Performance against the rebaselined position should move to green across Q3 and Q4.
	P-EDO4.2	Develop the Think Family database to share improved information with partners, such as the Police, about risks and vulnerability of children and families in the city. This will enable us to identify and respond at the earliest possible point.	Resources - Policy Strategy & Digital		Behind Schedule		We have encountered some significant challenges around the technical aspects of delivery that has put the project behind schedule. It remains a priority for both our delivery partner and the BCC Insight Bristol team, however it is likely that the project will not complete on time and may require additional funding. Discussions ongoing with CSC. A change control was submitted and funding identified from the D&I programme contingency. This amounted to less than 15% of the initial spend but the delay here was, upon analysis of the issues, due to the fact that a contingency was established for the wider programme as opposed to each individual project within it and experience is showing that many projects have required change controls given the complexity of the techniques and technology being deployed.

EDS 478 Priority 5: Good Governance

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.

EDO5	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-EDO5.1	Hold a referendum in May 2022 to determine how Bristol City Council is run.	Resources - Legal and Democratic Services		Completed		The election was successfully delivered as planned.
	P-EDO5.2	Take a new approach to corporate performance management, including a new corporate scorecard and city dashboard to monitor different performance measures. This will give managers, political leaders, Scrutiny members and the public a more joined-up overview of performance, both of the council and the wider city.	Resources - Policy Strategy & Digital		Behind Schedule		The new approach to performance reporting is becoming embedded as we move into Q2, however the major omission is commencing work on the new dashboard. This is unlikely to begin until early 2023 now given internal and data partner capacity (linked to P-EDO 4.1 above).

PERFORMANCE METRICS	BPPM502a	Increase the percentage of invoices paid on time (date received)	Resources - Legal and Democratic Services		Worse than target Quarter 2 Actual 89.98% Annual Target 90%		Performance has decreased since last month and is slightly below target by 1%. The Supplier Incentive Scheme is now live and a small, but increasing, number of suppliers have been onboarded which will help with meeting this KPI on a consistent basis. The introduction of e-invoicing will also have a positive impact on performance. It is hoped to implement this before the end of the financial year.
	BPPM507	Percentage of agreed management actions implemented within agreed timelines	Resources - Finance		Better than target Quarter 2 Actual 95% Annual Target 93%	↓	Internal Audit continue to work closely with management to ensure that agreed actions are implemented. As Internal Audit support eases off management should now proactively monitor the implementation of agreed actions as part of regular performance management discussions.
	BPPM515	Reduce the % of complaints escalated from Stage 1 to Stage 2	Resources - Legal and Democratic Services		Worse than target Quarter 2 Actual 8.8% Annual Target 8%		This is a new corporate metric, previously only recorded within the Customer Relations Team. If we look back at Q3 and Q4 in 2021/2022, the results show 8.4% and 8.5%. The normal performance is therefore expected to be around 8-9%, with Q1 this year being an exceptionally good period at 6.1%. The Customer Relations Team are currently delivering training to staff members aimed at improving the quality of Stage 1 responses.
	BPPM516	Increase the percentage of Corporate FOI requests responded to within 20 working days	Resources - Legal and Democratic Services		Significantly Worse than target Quarter 2 Actual 67% Annual Target 75%	↓	The FOI target was recently raised to 75% where it was previously 70%. The performance is continually up and down, there are likely a number of factors including officer capacity, complexity of cases, trending topics within the City, in the particular period. The Customer Relations Team will continue to support and triage to allow officers the maximum amount of time possible to respond.

EDO Priority 6: Estate Review

Review our operational estate to ensure we have the right amount and right quality of workspaces. Make sure they are carbon neutral by 2025, as well as climate resilient. Explore the potential for a greater presence in neighbourhoods alongside partners.

Page 479	EDO	Code	Title	Directorate	Q 1	Q2 Status and Performance	Comparison over 12 months	Management Notes
	ACTIONS	P-EDO6.1	Review all council-owned buildings, grounds maintenance services and land management to reduce our carbon footprint, and also take into consideration new ways of working following Covid and the quality of office space.	Resources - Workforce & Change		On Track		This has been the subject of the 'corporate landlord' deep dive session with a new action plan being formulated and new structure for implementation. It is on track, but there is likely a 5 year rationalisation programme to be implemented so the project is quite large and will be broken down in to multiple milestones. The Action is given as on track but the timeframes are as laid out above.
		P-EDO6.2	Commercialise our assets where it is profitable and viable to maximise value for money and generate extra funds which can be used to pay for other services. For this year, an example is installing a bar on the roof of the MShed Museum and improving the event suite for outdoor functions.	G&R - Management of Place		On Track		M Shed Bar draft report received and options under review. Catering/corporate hospitality appointment progressing following scoping exercise. ITT for M Shed Eary Years Facility issued.
	PERFORMANCE METRICS	BPPM420b	Reduce the council's direct carbon dioxide equivalent emissions from buildings (tonnes)	G&R - Property Assets & Infrastructure		Data not due Annual Target 5100 K Tonnes		
		BPPM420c	Reduce the council's direct carbon dioxide equivalent emissions from fleet vehicles (tonnes)	G&R - Property Assets & Infrastructure		Data not due Annual Target 1240 K Tonnes		

Theme 1: Children & Young People				
A city where every child belongs and every child gets the best start in life, whatever circumstances they were born in to.				
Corporate Strategy Theme	Code	Title	Reporting frequency	Definition
CYP	BPOM211	Reduce % of children living in poverty (low income families)	Annual	This is defined by the rate of children living in poverty after having taken housing costs into account (this is a nationally published figure) Published at: www.gov.uk/government/statistics/children-in-low-income-families-local-area-statistics-2014-to-2020
CYP	BPOM215	Reduce incidents of domestic abuse involving children	Annual	This KPI records the number of domestic abuse contacts as primary reason that progress to a locality team in either early help or social care
CYP	BPOM217	Improve the % of 17 - 18 year old care leavers in Employment, Education or Training (statutory return - recorded around birthday)*	Quarterly (Cumulative & 3 months in arrears)	Performance is reported with a 3 month data lag owing to the way the statutory measure is recorded. The percentage of former care leavers aged 17 - 18 who were looked after under any legal status (excl V3 or V41) on 1 April in their 17th year, who were in education, employment or training. These figures also include those care leavers who we are not in contact with.
CYP	BPOM220	Increase the number of new specialist schools places available	Annual	This is a direct count of the number of new specialist places delivered against the 450 pledge, over 2 years
Page 480 CYP	BPOM230b	Key Stage 2: Increase % of disadvantaged pupils achieving the expected standard in Reading, Writing & Maths	Annual (Previous Academic year)	Scaled scores help test results to be reported consistently from one year to the next. National curriculum tests are designed to be as similar as possible year on year, but slight differences in difficulty will occur between years. Scaled scores maintain their meaning over time so that two pupils achieving the same scaled score in different years will have demonstrated the same attainment. This performance indicator measures the percentage of disadvantaged children in Bristol Schools who achieved the expected standard in all three subject combined and is reported for the previous academic year. Pupils are defined as disadvantaged if recorded as: • Eligible for Free Schools Meals (FSM) in the last six years • Looked After Children (LAC) continuously for one day or more • Post LAC: because of an adoption, a special guardianship order, a child arrangements order or a residence order.
	BPOM231d	Key Stage 4: Attainment 8 - Reduce the gap between Disadvantaged and Non-Disadvantaged pupils	Annual (Previous Academic year)	Attainment 8 was introduced in 2016 by the Department for Education (DfE) for pupils at the end of Key Stage 4 (age 16), to measure overall GCSE performance and encourage students to take at least 8 qualifications. A full DfE explanation of this measure is at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/583857/Progress_8_school_performance_measure_Jan_17.pdf This KPI's focus is on the attainment of disadvantaged pupils. (definition of disadvantaged, two rows above). Except this measures the gap in teg attainment levels of Disadvantaged pupils and non-disadvantaged pupils and is reported for the previous academic year.
	BPOM253	Reduce % of children with excess weight (10-11 year-olds)	Annual (1 year lag)	This performance data is measured by NHS Digital, National Child Measurement Programme and records 10-11 year olds Proportion of children aged 10-11 classified as overweight or obese. Children are classified as overweight (including obese) if their Body Mass index (BMI) is on or above the 85th centile of the British 1990 growth reference (UK90) according to age and sex.
	BPOM263	Improve the percentage of 16 /17 year olds (Academic Age) in Employment, Education or Training (Sep Gua)	Annual	This measures the percentage of 16 to 17 year olds who are not in education, employment or training (NEET). AND Destination Unknown. Whilst this records data quarter by quarter, unusually the DfE return (and therefore the Q4 figure) is the snapshot for the 3 month period 1st December - last day of February.

CYP Priority 1: 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.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
CYP1	BPPM201	Percentage of audited children’s social work records rated good or better	Quarterly (Cumulative & 3 months in arrears)	Following inspections, this KPI reports the percentage of children's social work records rated good or outstanding. The formula used is: $N = (x / y)100 = \%$ Where x = total number of audits rated good or outstanding by social care Where y = total number of audits completed by social care Q1 reports Jan – Mar / Q2 reports Jan – June / Q3 reports Jan – Sept / Q4 reports Jan - Dec
CYP1	BPPM213	Reduce incidents of serious violence involving children and young people *	Qtly	Number of incidents defined by the youth offending team that have a crime type of violence against the person. Due to the way that crime stats become available this will always be on 1 years delay e.g. 2022/23 outcomes will be for the year 2021/22
CYP1	BPPM203	Increase % of workforce trained to be trauma and adversity champions [or trained in trauma and adversity awareness]	Qtly	This KPI records the percentage of workforce trained to be trauma and adversity champions [or trained in trauma and adversity awareness], using the formula: $N = (x / y)100 = \%$ where the numerator x = Number of staff that have had the training delivered and denominator y = the baseline of approved staff including vacancies that are eligible for the training

CYP Priority 2: Supported to thrive

Children, young people, parents, and carers have access to and benefit from lifelong services – such as family hubs, parenting and community learning courses and youth zones – that support them to thrive.

Corporate Strategy Theme / Priority	Code	Title	Reporting frequency	Definition
CYP2	BPPM247	Increase % of Family Outcomes achieved through the Supporting Families programme	Qtly	This KPI records the positive impct of support for a number of specific outcomes, including; crime/ASB, Education, work & finance, domestic violence, Health and where a child needs help. The formula is for the combined outcomes: $N = (x/y) \times 100$ where the numerator x = number of successful outcomes achieved at case closure and denominator y = number of targeted outcomes for the child that could have been achieved

CYP Priority 3: Equity in education

Help improve educational outcomes, value diversity, and reduce educational inequality at all stages of education. Work with education providers to become an inclusive, zero-exclusion city, making sure high-quality specialist provision is effectively targeted. Ensure that the education system can meet the needs of COVID-19 recovery and provides children and young people with the academic, social, and emotional development they need.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
CYP3	BPPM244a	Reduce the number of suspensions from Primary Schools	Qtly	This KPI counts the number of PRIMARY School suspensions (formally known as fixed term exclusions) and refers to separate incidents that take place over a specified period. They would not include internal exclusions, detentions or permanent exclusions. The time frame is based on the financial year and not the academic year, our first reporting cycle will start in April 22 for each quarter based on the number of suspensions split by primary and secondary settings. Therefore figures will be based on live data streams at a local level via X Vault into the Local Authority. Further guidnace can be seen at: https://www.gov.uk/government/publications/school-exclusion
CYP3	BPPM244b	Reduce the number of suspensions from Secondary Schools	Qtly	This KPI counts the number of SECONDARY School suspensions (formally known as fixed term exclusions) and refers to separate incidents that take place over a specified period. They would not include internal exclusions, detentions or permanent exclusions. The time frame is based on the financial year and not the academic year, our first reporting cycle will start in April 22 for each quarter based on the number of suspensions split by primary and secondary settings. Therefore figures will be based on live data streams at a local level via X Vault into the Local Authority. Further guidnace can be seen at: https://www.gov.uk/government/publications/school-exclusion
CYP3	BPPM246	Increase percentage of schools and settings rated 'Good' or better by Ofsted (all phases)	Quarterly (Snapshot)	This records the present percentage of schools, across all phases, where the Ofsted inspection rating is 'Good' or better. The DfE published this information at: https://www.gov.uk/government/statistical-data-sets/monthly-management-information-ofsteds-school-inspections-outcomes#history

Theme 2: Economy & Skills

Economic growth that builds inclusive and resilient communities, decarbonises the city, and offers equity of opportunity.

Corporate Strategy Theme	Code	Title	Reporting frequency	Definition
ES	BPOM041	Improve the overall employment rate of working age population	Quarterly (Snapshot)	This is the proportion of the working age population (16-64) who are in employment according to the International Labour Organisation (ILO) definition.
ES	BPOM105	Track out of work benefits claimant rate	Annual	Data published by the Department of Works and Pensions (DWP)
ES	BPOM222	Increase the take-up of free early educational entitlement by eligible 2 year olds	Annual (Previous Financial Year)	This measure reports on the percentage of take-up of free early educational entitlement by eligible 2 year olds. Performance is reported annually in July; owing to Department for Education (DFE) publication dates and it is for the previous financial year outturn i.e. the figure reported in 22/23 will be for the financial year 21/22.
ES	BPOM269	Increase the number of adults aged 19+ who progress from all employment support activities into employment or better employment	Qtly	Following support, this KPI records the number of adults who progress from all employment support activities into employment or better employment.
ES	BPOM438	Increase the % of people living in deprived areas who have access to the internet at home (QoL)	Annual	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
ES	BPOM505	Increase percentage of procurement spend with 'Small and Medium sized Enterprises' (SME's)	Annual	This PI measures the percentage of Bristol City Council's overall procurement expenditure committed to SME's. The aim is to support BCCs policy to ensure that SMEs have the opportunity to bid for and win council contracts. The formula is: $x = a / b * 100$, where: Where a = SME procurement spend Where b = Total procurement spend

ES Priority 2: Access to employment

Lead partners in developing skills and routes into employment that tackle structural inequality. Plan for how the economy will change in the future and support people to access good jobs whatever their formal level of qualification. This applies whether people are starting out, re-entering or migrating into the job market, or changing roles and needing new skills.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
ES2	BPPM263a	Reduce the % of young people of academic age 16 to 17 years-old who are NEET & destination unknown	Quarterly (Snapshot)	This measures the percentage of 16 to 17 year olds who are not in education, employment or training (NEET). AND Destination Unknown. Whilst this records data quarter by quarter, unusually the DfE return (and therefore the Q4 figure) is the snapshot for the 3 month period 1st December - last day of February.
ES2	BPPM266	Increase % of adults with learning difficulties known to social care who are in paid employment	Quarterly (12 month rolling year)	The measure shows the proportion of adults with a learning disability who are “known to the council”, who are recorded as being in paid employment. The information would have to be captured or confirmed within the reporting period 1 April to 31 March. The definition of individuals ‘known to the council’ is restricted to those adults of working age with a primary support reason of learning disability support who received long term support during the year. The measure is focused on ‘paid’ employment. Voluntary work is excluded from the measure. Paid employment is measured using the following two categories: • Working as a paid employee or self-employed (16 or more hours per week); and, • Working as a paid employee or self-employed (up to 16 hours per week).
ES2	BPPM268	Increase the number of adults in low pay work & receiving benefits accessing in-work support	Quarterly (Cumulative)	This is a cumulative count to show the growth of the Future Bright in work support programme and the new Get Well - Get On programme which focusses on supporting people in work who have mental health of muscle, joint or bone conditions.
ES2	BPPM270	Increase experience of work opportunities for priority groups	Quarterly (Cumulative)	This measures the number of people who gain experiences of work for identified priority groups - Young people at risk of and currently not engaging in education, employment and training, Children in care or Care leavers (CIC/CL), people with a Learning difficulty and/or disability, people with a disability, Black, Asian and other non-white minority back grounds (BAME), Returning to work, living in the 25% most deprived lower super output areas, over 55’.
ES2	BPPM265a	Increase the amount of Bristol City Council Apprenticeship Levy spent	Quarterly (Cumulative)	This measure the amount of budgeted levy money spent on apprenticeships by Bristol City Council as an organisation.

ES3 Priority 3: Good growth

Help create inclusive, sustainable, and resilient economic growth, positively influencing wider economic systems. Work towards making Bristol a real living wage city with access to decent jobs for all. Secure social value and community benefits from growth and development, while using our direct power as a funder and buyer to embed social value and tackle inequality. This includes co-developing the voluntary, community and social enterprise (VCSE) sector, cultural sector, and community capacity.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
ES3	BPPM103	Increase the number of Black Asian and minority ethnic-led businesses supported	Biannual	The number of Black, Asian and minority ethnic-led businesses supported through work commissioned with Black South West Network.
ES3	BPPM141z	Increase the number of organisations which are Living Wage accredited in Bristol	Qtly	The number of employers that are Living Wage accredited.
ES3	BPPM506	Increase the level of social value generated (quantified notional value) from procurement and other Council expenditure	Annual	For each of the Bristol TOMs (Themes, Outcomes & Measures), the £ per-unit proxy financial value of the measure will be multiplied by the number of units of that measure that have been delivered. This will then be summed up over all measures into a single total proxy financial figure

ES Priority 4: Childcare

Help parents and carers to access and stay in employment and/or education by developing a city-wide approach to increasing the availability of quality affordable community and workplace-based childcare.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
ES4	BPPM224	Increase the percentage of Childcare (non-domestic) settings rated good or better by Ofsted	Qtly (Snapshot)	This KPI records percentage of Childcare on non-domestic settings (PVIs & maintained) rated good or better by Ofsted, divided by all providers inspected. The data is published nationally at: https://www.gov.uk/government/statistical-data-sets/monthly-management-information-ofsted-school-inspections-outcomes#history

ES Priority 5: Digital Inclusion

Work with partners to tackle digital poverty, helping make sure citizens and voluntary, community and social enterprise (VCSE) organisations have the equipment, internet access, skills, and knowledge they need to access online opportunities effectively and safely.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
ES5	BPPM308	Increase number of people able to access care & support using Technology Enabled Care	Quarterly (Cumulative)	This measure records the number of people enabled to live more independently in their own home as the result of the installation of Technology Enabled Care, and is linked to BPB307 which records the number of homes which has received home adaptations are part of enabling independent living.

Theme 3: Environment & Sustainability

Decarbonise the city, support the recovery of nature and lead a just transition to a low carbon future.

Corporate Strategy Theme	Code	Title	Reporting frequency	Definition
ENV	BPOM335	Increase the City's tree canopy cover	Annual	Definition being worked up in Q2
ENV	BPPM336	Increase the percentage of citizens who have created space for nature (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
ENV	BPOM435z	Increase the % of Bristol's waterways that have water quality that supports healthy wildlife	Annual	Definition being worked up in Q2
ENV	BPOM433	Reduce the total CO2 emissions within Bristol (in k tonnes)	Annual (18 month lag)	This measures the annual amount of end user CO2 emissions across an agreed set of sectors (housing, roadtransport and business).
ENV	BPOM540	Reduce percentage of people who feel that street litter is a problem in their neighbourhood (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.

ENV Priority 1: Carbon Neutral

Drive delivery of the One City Climate Strategy aim for the city to be carbon neutral for all emissions by 2030. Work to secure major external investment, including £1 billion through the City Leap programme. Bring everyone with us in our just transition to a low-carbon future.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
ENV1	BPPM420a	Reduce the council's direct carbon dioxide equivalent emissions (in tonnes)	Qtly	The tonnes of CO2 equivalent emitted from operational sites under council control, hi ghways electricals (streetlighting, traffic signals, traffic signs, bollards, etc. and fleet vehicles (road vehicles and specialist parks maintenance vehicles) under council control. The figures are calculated from consumption of fuel, heat or refrigerant gas multiplied by the relevant scope 1 and 2 UK Government emission factor(s). This includes electricity, gas, LPG, woodfuel, diesel, petrol, heating oil, heat and refrigerant gases. The factors change each year.

ENV Priority 2: Ecological recovery

Drive delivery of the One City Ecological Emergency Strategy and the council’s own action plan. Increase space for nature, reduce the use of pesticides, make waterways cleaner and reduce everyone’s use of products that undermine the health of wildlife and wider ecosystems. Double the city’s tree canopy by 2045.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
ENV2	BPOM336	Increase % of Council's land managed for the benefit of wildlife	Annual	Managed for wildlife’ is defined as BCC land covered by active nature conservation management plans, or management brief and/or with a nature conservation grounds maintenance specification.
ENV2	BPPM436	Reduce Bristol City Council's use of pesticides	Qtly	The volume in litres of pesticides, including herbicides for destroying weeds and unwanted vegetation from the combination of use in parks and public open spaces, pavements and highways and the volume in litres used by Blaise Nursery and Public Rights of Way.

ENV Priority 3: A cleaner, low-waste city

Create a cleaner city and become a national leader in reducing waste. Help the city reduce its consumption of products and transform its relationship with waste, increasing recycling, repair, reuse and sharing of goods. Use waste to create energy.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
ENV3	BPPM542	Reduce the residual untreated waste sent to landfill (per household)	Quarterly (Cumulative)	This indicator is the number of kilograms of residual household waste collected per household. The Numerator (X) for this indicator is total kilograms of household waste less any household waste arisings sent for reuse, sent for recycling, sent for composting, or sent for anaerobic digestion. The Denominator (Y) is the number of households as given by the dwelling stock figures from the Council Taxbase.
ENV3	BPPM541	Increase the percentage of household waste sent for reuse, recycling and composting	Quarterly (Snapshot)	This measures the percentage of household waste which is sent for reuse, recycling and composting.
ENV3	BPPM544	Reduce total household waste	Qtly	Average weight of waste from household collections divided by total population to give the average weight in Kg per person.
ENV3	BPPM545	Reduce the number of incidents of flytipping that are reported and removed	Qtly	Fly tipping is the number of instances of flytipping on the public highway reported through the BCC web form. A fly tip can be a bag of rubbish, fridge, sofa or larger van sized.

Theme 4: Health, Care & Wellbeing

Tackling health inequalities to help people stay healthier and happier throughout their lives.

Corporate Strategy Theme	Code	Title	Reporting frequency	Definition
HCW	BPOM258	Reduce the percentage of households which have experienced moderate or worse food insecurity (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
HCW	BPOM259	Reduce the percentage of households in the most deprived areas using a food bank or charity in the last year (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
HCW	BPOM260	Reduce the % of people in the 10% most deprived areas of Bristol who report below national average Mental Wellbeing (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
HCW	BPOM281a	Reduce the life expectancy gap between men living in the most and least deprived areas of Bristol	Annual	Data lag of approximately 2 years, e.g. 2015 figure published in February 21/22 reports 2018 -2020 years 22/23 reports 2019 -2021 years
HCW	BPOM281b	Reduce the life expectancy gap between women living in the most and least deprived areas of Bristol	Annual	Data lag of approximately 2 years, e.g. 2015 figure published in February 21/22 reports 2018 -2020 years 22/23 reports 2019 -2021 years
HCW	BPOM282a	Improve healthy life expectancy for men	Annual	Prevent a deterioration in healthy life expectancy for men; Healthy life expectancy for men in years (PUBLISHED MAY time) 21/22 reports 2017 - 19 years 22/23 reports 2018 - 20 years
HCW	BPOM282b	Improve healthy life expectancy for women	Annual	Prevent a deterioration in healthy life expectancy for men; Healthy life expectancy for women in years (PUBLISHED MAY time) 21/22 reports 2017 - 19 years 22/23 reports 2018 - 20 years
Page 486 HCW	BPOM283	Reduce the Suicide Rate per 100,000 population	Annual	Number of Suicides (Persons) / 100,000 population
HCW	BPOM295	Increase the percentage of adult social care service users who feel that they have control over their daily life	Annual	This measure asks a question drawn from the Adult Social Care Survey is Question 3a: ‘Which of the following statements best describes how much control you have over your daily life?’, to which the following answers are possible: • I have as much control over my daily life as I want • I have adequate control over my daily life • I have some control over my daily life but not enough • I have no control over my daily life Worked example: The number of users who said ‘I have as much control over my daily life as I want or “I have adequate control over my daily life”’ was 156. In total the number of users who responded to the questions was 210. (Data weighted to reflect the stratified sampling technique that has been used when conducting the survey) The indicator value is [(156/210)*100] = 74.3%

HCW Priority 1: Transforming care

Work with partners to implement an Integrated Care System, transforming adult social care and joining up health, care, education, skills and community activities. Support people to be as resilient and independent as possible, developing their assets to live fulfilling lives. When more support is needed, this will be person-centred, offering people choice and control. Co-create a system that takes a public health approach to achieve health and wellbeing equality for local people of all ages and backgrounds. Work together to attract and retain a suitable health and care workforce.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
HCW1	BPPM290a	Reduce the percentage of contacts to Adult Social Care (aged 18-64) starting Tier 3 services	Monthly (Snapshot)	$\left[\frac{\text{New tier 3 clients aged 18 -64}}{\text{Adults aged 18 -64 with a contact in quarter}} \right] \times 100\%$ (New tier 3 clients 18 - 64) = number of persons whose first “tier 3 service” as defined above was authorised on ContrOCC in the quarter, on a day before their 65th birthday (18 -64 with a contact in quarter) = distinct count of adults with a contact recorded on LAS where the contact date is in the quarter, up to the adult’s 65th birthday. Example: (New tier 3 clients under 65) = 541 (Under 65s with a contact in quarter) = 5,677 $PI = (541/5,677) \times 100= 9.53\%$
HCW1	BPPM290b	Reduce the percentage of contacts to Adult Social Care (aged 65+) starting Tier 3 services	Monthly (Snapshot)	$\left[\frac{\text{New tier 3 clients 65+}}{\text{Adults 65+ with a contact in quarter}} \right] \times 100\%$ (New tier 3 clients 65+) = number of persons whose first “tier 3 service” as defined above was authorised on ContrOCC in the quarter, on a day on or after their 65th birthday (Adults 65+ with a contact in quarter) = distinct count of adults with a contact recorded on LAS where the contact date is in the quarter, on or after the adult’s 65th birthday. Example: (New tier 3 clients under 65) = 199 (Under 65s with a contact in quarter) = 2,866 $PI = (199/2,866) \times 100= 6.94\%$
HCW1	BPPM291a	Reduce the number of service users (aged 18-64) in Tier 3 (long term care)	Monthly (Snapshot)	This indicator is being measured to demonstrate how BCC is managing it’s use of Tier 3 (long term care). It is a count of the number of Service users (aged 18-64) receiving “Long Term Care” as defined above on last day of the month. Excludes carers. Includes Longterm Inhouse Care. “Long Term Care is defined here as any of Nursing, Residential, Homecare, ECH, Day Services, Supported Accom, Supported Living, Shared Lives, Direct Payments (Not one off)” .. excludes Longterm Inhouse Care.
HCW1	BPPM291b	Reduce the number of service users (aged 65+) in Tier 3 (long term care)	Monthly (Snapshot)	This indicator is being measured to demonstrate how BCC is managing it’s use of Tier 3 (long term care). It is a count of the number of Service users (aged 65+) receiving “Long Term Care” as defined above on last day of the month. Excludes carers. Includes Longterm Inhouse Care. “Long Term Care is defined here as any of Nursing, Residential, Homecare, ECH, Day Services, Supported Accom, Supported Living, Shared Lives, Direct Payments (Not one off)” .. excludes Longterm Inhouse Care.
HCW1	BPPM292a	Of service users (aged 18-64) who receive Tier 3 (long term care), increase the percentage receiving care at home or tenancy	Monthly (Snapshot)	This indicator is being measured to demonstrate how BCC is commissioning and utilising alternative Tier 3 (long term care) provision to continue to maximise people’s independence. Excludes carers and inhouse care. The formula is: $N = (x / y)100 = \%$ where the numerator x = Number of 18-64 Service Users at end of period receiving long term care at in their own home or tenancy and denominator y = Number of 18-64 Service Users at end of period receiving long term care.

HCW Priority 1: Transforming care

Work with partners to implement an Integrated Care System, transforming adult social care and joining up health, care, education, skills and community activities. Support people to be as resilient and independent as possible, developing their assets to live fulfilling lives. When more support is needed, this will be person-centred, offering people choice and control. Co-create a system that takes a public health approach to achieve health and wellbeing equality for local people of all ages and backgrounds. Work together to attract and retain a suitable health and care workforce.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
HCW1	BPPM292b	Of service users (aged 65+) who receive Tier 3 (long term care), increase the percentage receiving care at home or tenancy	Monthly (Snapshot)	This indicator is being measured to demonstrate how BCC is commissioning and utilising alternative Tier 3 (long term care) provision to continue to maximise people’s independence. Excludes carers and inhouse care. The formula is: $N = (x / y)100 = \%$ where the numerator x = Number of 65+ Service Users at end of period receiving long term care at in their own home or tenancy and denominator y = Number of 65+ Service Users at end of period receiving long term care.
HCW1	BPPM294	Increase % of BCC regulated CQC Care Service providers where provision is rated 'Good or Better'	Qtly	This monitors on a quarterly snap-shot basis thise Adult Care Services regulated by CQC, in Bristol..eg: • Care Homes • Home Care • Some Supported Living The formula is: $(X/Y) \times 100$ Where x = Number of registered Care Service providers whose CQC rating is good or better Where y = Total number of registered Care Service providers

Theme 5: Homes and communities

Healthy, resilient, and inclusive neighbourhoods with fair access to decent, affordable homes.

Corporate Strategy Theme	Code	Title	Reporting frequency	Definition
HC	BPOM249	Reduce Anti-Social Behaviour incidents reported	Annual	This KPI records the number of antisocial behaviour contacts that resulted in an Anti-Social Behaviour conference
HC	BPOM251	Reduce the percentage of people whose day to day life is affected by fear of crime (QoL)	Annual	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
HC	BPOM312	Increase the % respondents who volunteer or help out in their community at least 3 times a year (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
HC	BPOM411	Increase the percentage of people who take part in cultural activities at least once a month (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
HC	BPOM430a	Increase the number of new homes delivered in Bristol	Annual (1 year lag)	This measures the net increase in dwelling stock over one year and is calculated as the sum of new build completions, minus demolitions, plus any gains or losses through change of use and conversions.

HC Priority 1: Housing supply

Ensure the affordability, availability, diversity and sustainability of housing for all. This includes accelerating home-building in the city to at least 2,000 homes each year, with at least 1,000 affordable, by 2024. Build and retain new social housing; review the system for allocating social housing; provide more supported and extra-care housing for those who need it; pursue a ‘living rent’ in the city; and ensure there are strong long-term plans for the council’s own housing stock and the use of land in the city.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
HC1	BPPM375	Reduce the number of empty council properties	Quarterly (Snapshot)	The current number of empty properties as at the end of the measuring period. A property is classified as empty when there is no tenancy in force and the property is void. The number should include all standard voids as well as those classed as undergoing major works, or pending a decision to dispose or demolish.
HC1	BPPM310	Increase the number of private sector dwellings returned into occupation	Quarterly (Cumulative)	This measures the number of non-local authority-owned vacant dwellings returned to occupation or demolished during the financial year as a direct result of action by the local authority.
HC1	BPPM350	Number of households on the BCC Housing Waiting list	Qtly	Number of households on the BCC Housing Waiting list - snapshot at each quarter end. In order to be accepted onto the list, the applicant must be eligible. The following groups of people will not be eligible and their application will be rejected: • Applicants under 16 years of age at the date they apply • Applicants not currently living in the Bristol city boundary or not having lived in the Bristol city boundary for at least 2 years at the date which they apply. • Applicants earning over £40,000 per year • Applicants with savings over £40,000 • Applicants who own their own home • Prisoners still serving a sentence • Applicants guilty of serious breaches of a current or previous tenancy • Applicants providing false or misleading information • Applicants not currently living in the United Kingdom • Applicants who have been assessed but have subsequently not placed any bids
HC1	BPPM425	Increase the number of affordable homes delivered in Bristol	Quarterly (Cumulative)	This records the numbers of social rented and intermediate housing units added to the city's overall housing stock during the year. Affordable housing is defined in the Planning Policy Statement 3 (PPS3) from the Ministry for Housing Communities & Local Government (MHCLG).
HC1	BPPM374a	Reduce average relet times (all properties)	Quarterly (Cumulative)	On a year-to-date basis, this measures the average number of calendar days an HRA dwelling spends vacant before it is relet. It is calculated as follows: Where A is the total number of properties relet in period, and B is the total number of calendar days these properties spent void prior to relet. All relet properties should be included, both major/minor works , for the total period spent vacant.

HC Priority 2: Low and zero carbon homes

Work to decarbonise housing while improving warmth and benefitting people’s health. This includes building innovative, low or zero carbon homes, retrofitting existing housing stock, promoting schemes for private homeowners, and exploring innovative financing and modern methods of construction.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
HC2	BPPM377c	Reduce the number of Council homes with an Energy Performance Certificate (EPC) rating of D or lower	Qtly	The percentage of HRA owned properties where the EPC rating is D,E,F,G or lower.
HC2	BPPM414	Increase the number of energy efficient home installations	Qtly	The number of domestic installations realised from the initiatives led by the Energy Service's Investment Team.

HC Priority 3: Homelessness

Reduce and prevent homelessness and rough sleeping, tackling the underlying causes . Reduce the number of households in temporary accommodation . Where people have high or complex needs, take a ‘Housing First’ approach to provide stable accommodation at the start of providing wider support . Help prevent homelessness by building and retaining social housing, supporting good mental and physical health, developing employment and skills opportunities, taking ethical approaches to debt collection, and responding to the diverse needs of different people.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
HC3	BPPM352b	Reduce the number of people sleeping rough on a single night in Bristol - BCC quarterly count	Quarterly (Snaphot)	The number of people sleeping rough on a single night within the area of the authority. This is a local count done to the same methodology as the annual count and is intended to provide a snapshot each quarter.
HC3	BPPM357	Reduce the number of households in temporary accommodation	Quarterly (Snaphot)	This measure reports on the numbers of households living in temporary accommodation provided under the homelessness legislation.
HC3	BPPM358a	Increase the number of households moved on into settled accommodation	Quarterly (Snaphot)	The number of single and family households that have moved from any form of temporary or supported accommodation or who have been housed into settled accommodation as a result of being owed a homelessness duty. (This includes households that have not entered temporary accommodation.)
HC3	BPOM353	Increase the number of households where homelessness is prevented	Quarterly (Cumulative)	This measure reports the number of households where homelessness is prevented as a result of advice provided through a dedicated Housing Advice service funded by a local authority, or in-house housing advice service, to fulfil the authority's statutory duties under section 179(1) of the Housing Act 1996 part VII, as amended by the Housing Act 2002.

HC Priority 4: Disability

Create improved approaches, founded upon disability equality, to enable and support disabled people throughout their lives. These will be co-produced with disabled people, including children and young people with special educational needs, and city partners.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
HC4	BPPM225e	Increase the % of final Education and Health Care Plans issued within 20 weeks excluding exception cases *	Quarterly (Cumulative & 3 months in arrears)	Number of Education Health Care Plans in the last quarter that were issued within 20 weeks, excluding exception cases, as a percentage of all such statements issued throughtout the calendar year. The reported data aligns with the SEN Census reporting (ie a Calendar year).... This means that this KPI is reporting cumulatively and 3 months in areas: Q1 reports Jan – Mar / Q2 reports Jan – June / Q3 reports Jan – Sept / Q4 reports Jan - Dec
HC4	BPPM307	Increase the number of people enabled to live independently through home adaptations	Quarterly (Cumulative)	This measure records the number of people enabled to live more independently in their own home as the result of a home adaptation. the Home Adaptations Service operates across both the public and private housing sectors.

HC Priority 5: Community participation

Make sure that more people can actively participate in their community and in the life of the city. Work to make neighbourhoods safer and more accessible, with good local amenities and strong cultural and social networks. Build the power of individuals, communities and partners to play a greater role in managing social, cultural and community assets. Enable and encourage civic, political and democratic participation.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
HC5	BPPM194	Increase the number of citizens participating in community clear-ups per quarter	Qtly	Total numbers of citizens participating in community clear ups per quarter. This data is provided by Bristol Waste Company and includes residents conducting litter picks using equipment given to them on long term loans.
HC5	BPPM311	Increase the levels of engagement with community development work	Qtly	This measures the number of residents who actively engage in community building conversations throughout the year. This supports an approach which is based on Asset Based Community Development.
HC5	BPPM410	Increase the number of visitors to Bristol Museums Galleries and Archives	Quarterly (Cumulative)	This measures visitors to Bristol Museums, Galleries and Archives and is taken from automated counters as well as snap shot surveys.
HC5	BPPM537	Improve the ratio of consultation response rate for the most and least deprived 20% of Bristol citizens	Qtly	Ratio of the consultation response rate per 10,000 citizens from people living in the 20% least deprived parts of the city (quintile 5) and the response rate from the 20% most deprived areas (quintile 1). Calculated as the mean of responses for all city-wide consultations with 500 or more respondents, which closed during the year ending in the reporting quarter.

Theme 6: Transport and connectivity

A more efficient, sustainable, and inclusive connection of people to people, people to jobs and people to opportunity.

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Corporate Strategy Theme	Code	Title	Reporting frequency	Definition
TC	BPOM323	Increase the % of people who see friends and family as much as they want to (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
TC	BPPM353	Satisfaction with the local bus service	Annual	The percentage of residents who are "very satisfied" or "fairly satisfied" with the local bus service when answering the annual National Highways and Transport Public Satisfaction Survey question in June / July each year.
TC	BPOM434	Reduce the proportion of deaths attributed to particulate air pollution	Annual (2 year lag)	This measure is reported by Public Health England
TC	BPOM470	Reduce the percentage of people saying that traffic congestion is a problem in their area (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
TC	BPOM476	Increase the percentage of people travelling actively to work by walking and cycling (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
TC	BPOM480	Increase the % of monitoring sites that meet the annual air quality target for nitrogen dioxide	Annual (Calendar year)	This measures the percentage of monitoring sites across the city which achieve the annual air quality target. It is published at q4 the following year as unverified data, prior to sign-off by Defra i.e. calendar year 2021 data to be reported at Q4 2021-22 pre-verification.

TC Priority 2: Improved bus services

Enable inclusion through better bus services. Work with partners to double frequency, improve safety and reliability, move to a zero-emission bus fleet, and increase the number of routes so more places are served.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
TC2	BPPM474	Increase the number of journeys on park & ride services into Bristol	Quarterly (Cumulative)	This measures the number of journeys made on Park and Ride (P&R) services in Bristol. Data is supplied by the various commerical operators of P&R designated services
TC2	BPPM475	Increase the number of passenger journeys on buses	Quarterly (Cumulative)	This measures the number of journeys made on all services which has a boarding point in Bristol. Data is supplied by the various commerical operators of P&R designated services

TC Priority 3: Safe and active travel

Enable inclusion through better bus services. Work with partners to double frequency, improve safety and reliability, move to a zero-emission bus fleet, and increase the number of routes so more places are served.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
TC3	BPPM120	Road Safety: reduce the number of people killed or seriously injured in road traffic incidents	Quarterly (Cumulative)	This measures the numbers killed or seriously injured in road traffic incidents in the authority’s area. Data is supplied by Avon & Somerset Police and is reported 3 months in arrears.
TC3	BPPM477	Increase the number of public electric vehicle charging points	Qtly	Installation, operation and maintenance of new charge-points for public use, located on Highways or other BCC land. These can be a mixture of low powered chargers attached to lampposts on the Highway, Fast and Rapid chargers on BCC land assets (including under tenancy). One unit in this indicator means one charging socket that can be charged independently. A slow charger typically has one socket unit; Fast and Rapid units typically have 2 sockets.

TC Priority 4: Physical Infrastructure

Plan, prioritise and begin a refreshed and long-term (25-year+) programme of maintenance, repair, and renewal of the city’s infrastructure, such as roads and bridges. This will help make sure that the city is safer, more climate- resilient, nature-friendly, and able to grow its economy in an inclusive and sustainable way.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
TC4	BPPM118	Percentage of principal roads where maintenance should be considered	Annual	The percentage of the local authority’s A-road and principal (local authority owned) M-road carriageways where maintenance should be considered as determined by an annual survey of the surface condition of the road network in both directions.
TC4	BPPM170	Satisfaction with the condition of road surfaces	Annual	The percentage of residents who are "very satisfied" or "fairly satisfied" with the condition of road surfaces when answering the annual National Highways and Transport Public Satisfaction Survey question in June / July each year.

Theme 7: Effective Development Organisation				
From city government to city governance: creating a focused council that empowers individuals, communities and partners to flourish and lead.				
Corporate Strategy Theme	Code	Title	Reporting frequency	Definition
EDO	BPOM520	Increase the % of colleagues who would recommend the council as a good place to work	Annual	Staff survey measure - based on the question: I would recommend Bristol City Council as a place to work X = respondents who chose 'strongly agree' or 'agree' as a percentage of all responses to the question
EDO	BPOM530	Increase the satisfaction of citizens with our services (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
EDO	BPOM531	Increase the % of people who think that the Council provides value for money (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
EDO Priority 2: One Council				
Make it easier to get things done as ‘One Council’ by adopting more consistent standardised and well-communicated procedures and processes, with corporate support services that are the right size for the needs of the organisation.				
Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
EDO2	BPPM523	Maintain appropriate staff turnover (10%-15%)	Qtly	The numerator is the total number of leavers; including those who retire, or leave involuntarily due to dismissal or redundancy over the period. The denominator is the average total number of staff employed over the period.
EDO2	BPPM535	Increase the percentage channel shift achieved for Citizens Services overall	Qtly	The channel migration score is calculated by comparing the number of transactions completed online against the number of inbound telephone calls, automated telephony, face 2 face visits and emails.
EDO2	BPPM536	Increase the % of all Equality Action Plan actions reporting expected progress (or better)	6 Monthly	Increase % of all Equality Action Plan actions reporting expected progress (or better) Worked example: 150 total actions identified overall in 2020-21 service area action plans 25 actions marked as ‘data not due’ (only applicable in Q2) 30 actions rated as ‘Better than expected’ 70 actions rated as ‘Progress as expected’ 25 actions rated as ‘Less progress than expected’ KPI score = (100/125)*100 = 80%
EDO Priority 3: Employer of Choice				
Live our organisational values and show leadership on equality, diversity and inclusion across the council and city, becoming a recognised employer of choice. Make sure we have an inclusive, high-performing, and motivated workforce that is representative of the city we serve. Support people to learn, develop in their careers and maximise their wellbeing.				
Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
EDO3	BPPM512	Reduce the gender pay gap in Bristol City Council	Annual	The gender pay gap shows the difference between the average earnings of men and women employed by Bristol City Council. This is expressed as a percentage of men’s earnings e.g. women earn 15% less than men.
EDO3	BPPM513	Reduce the race pay gap in Bristol City Council	Annual	The race pay gap shows the difference between the average earnings of BME and White British employed by Bristol City Council. This is expressed as a percentage of White British earnings e.g. BME earn 20% less than White British.
EDO3	BPPM522	Reduce the average number of council working days lost to sickness	Qtly	The numerator is defined as the aggregate of working days lost due to sickness absence irrespective of whether this is self certified, certified by a GP or long term. The denominator is the average number of FTE staff during the reporting period
EDO3	BPPM528	Increase the percentage of employment offers made to people living in the 10% most deprived areas	Qtly	To measure the percentage of employment offers made to people living in the 10% most deprived areas. This includes all positions advertised and offers made through iTrent (Bristol City Council's HR system) within the reported period, including Apprentice positions.
EDO3	BPPM529	Increase the % of young people (16-29) in the Council’s workforce	Qtly	Increase the percentage of young people (16-29) in the Council’s workforce.

EDO Priority 5: Good Governance

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.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
EDO5	BPPM515	Reduce the % of complaints escalated from Stage 1 to Stage 2	Qtly	Reduce the number and percentage of complaints that escalate from Stage One to Stage Two.
EDO5	BPPM502a	Increase the percentage of Council invoices paid on time	Qtly	The percentage of invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority
EDO5	BPPM507	Increase the percentage of agreed management actions implemented within agreed timelines	Qtly	Each piece of audit work has an overall conclusion of the residual level of risk to the Council of the area that has been audited. Numerator = the number of two and three star recommendations made in reports which concluded ‘significant’ or ‘of concern’ levels of risk that have passed the due date for implementation and the due date for follow up work Denominator = the number of two and three star recommendations made in reports which concluded ‘significant’ or ‘of concern’ levels of risk that have passed the due date for follow up.
EDO5	BPPM516	Increase the percentage of corporate FOI requests responded to within 20 working days	Qtly	Increase the percentage of corporate FOI requests responded to within 20 working days

EDO Priority 6: Estate Review

Review our operational estate to ensure we have the right amount and right quality of workspaces. Make sure they are carbon neutral by 2025, as well as climate resilient. Explore the potential for a greater presence in neighbourhoods alongside partners.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
EDO6	BPPM420b	Reduce the council's direct carbon dioxide equivalent emissions from council buildings (in tonnes)	Qtly	Reduce the council's scopes 1 and 2 direct carbon dioxide equivalent emissions from: Operational sites under council control
EDO6	BPPM420c	Reduce the council's direct carbon dioxide equivalent emissions from council fleet vehicles (in tonnes)	Qtly	Reduce the council's scopes 1 and 2 direct carbon dioxide equivalent emissions from: Fleet vehicles (road vehicles and specialist parks maintenance vehicles) under council control.