

Public Document Pack

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Date: Tuesday, 31 January 2023

Dear Sir or Madam

The Executive – Wednesday, 8 February 2023, 2.30 pm – New Council Chamber - Town Hall

A meeting of the Executive will take place as indicated above.

Please Note that any member of the press and public may listen in to proceedings at this meeting via the weblink below –

<https://youtu.be/aU0zYp0-Odw>

The agenda is set out overleaf.

Yours faithfully

Assistant Director Legal & Governance and Monitoring Officer

To: Members of the Executive

Councillors:

Steve Bridger (Chairman), Mike Bell (Vice-Chairman), Mark Canniford, Ashley Cartman, Catherine Gibbons, Steve Hogg, Bridget Petty and Mike Solomon.

All other Members of the Council (for information)

This document and associated papers can be made available in a different format on request.

Agenda

1. **Addresses by Members of the Public (ESO 6) (Agenda item 1)**

The Executive, at the discretion of the Chairperson, will hear up to four people, each of whom must be a resident or a business ratepayer or an elector, who wish to address it in accordance with the Executive Standing Orders, on matters that affect the area or its residents and over which the Executive has powers and duties. The Chairperson will select the order of the matters to be heard. Each person will be limited to a period of three minutes and this part of the meeting must not exceed fifteen minutes.

Requests to speak must be submitted in writing to the Monitoring Officer, or the officer mentioned at the top of this agenda letter, by noon on the day before the meeting and the request must detail the subject matter of the address.

2. **Apologies for absence (Agenda item 2)**

3. **Declaration of Disclosable Pecuniary Interest (Standing Order 37) (Agenda item 3)**

A Member must declare any disclosable pecuniary interest where it relates to any matter being considered at the meeting. A declaration of a disclosable pecuniary interest should indicate the interest and the agenda item to which it relates. A Member is not permitted to participate in this agenda item by law and should immediately leave the meeting before the start of any debate.

If the Member leaves the meeting in respect of a declaration, he or she should ensure that the Chairperson is aware of this before he or she leaves to enable their exit from the meeting to be recorded in the minutes in accordance with Standing Order 37.

4. **Minutes (Agenda item 4) (Pages 7 - 16)**

7 December 2022, to approve as a correct record

5. **Non-Executive Councillors' Addresses (Agenda item 5)**

Non-Executive Councillors wishing to address the Executive are required to notify the contact officer mentioned at the top of this summons letter by noon on the day before the meeting. A total of fifteen minutes will be allocated to hear all addresses.

6. **Matters referred to the Executive and not dealt with elsewhere on this agenda (Agenda item 6)**

7. **West of England Sub-Region: items not dealt with elsewhere on this agenda (Agenda item 7)**

8. **Forward Plan dated 31 January 2023 (Agenda item 8) (Pages 17 - 32)**

9. **Bus Service Improvement Plan - Update (Agenda item 9) (Pages 33 - 60)**

Report of Councillor Hogg (attached)

10. **Commissioning and Procurement Plan for Bus Service Improvement Plan (BSIP) Bus Priority Scheme - Supply, Installation and Maintenance of ANPR cameras (Agenda item 10)** (Pages 61 - 70)

Report of Councillor Hogg (attached)

11. **Commissioning and Procurement Plan for Capital Works at Hutton Moor Leisure Centre (Agenda item 11)** (Pages 71 - 80)

Report of Councillor Cartman (attached)

12. **Commissioning Plan for North Somerset Pathways to Adulthood Service (Agenda item 12)** (Pages 81 - 84)

Report of Councillor Bell and Councillor Gibbons (attached)

13. **Request for Delegation of the Combined Commissioning and Procurement Plan and Contract Award for the Supply of Energy (Agenda item 13)** (Pages 85 - 90)

Report of Councillor Cartman (attached)

14. **Medium Term Financial Plan 2023 2027 & Revenue Budget for 2023 - 2024** (Pages 91 - 534)

Report of Councillor Cartman (attached)

15. **Treasury Management Strategy 2023/24 (Agenda item 15)** (Pages 535 - 580)

Report of Councillor Cartman (attached)

16. **Capital Strategy 2023 2028 and Capital Budget for 2023/24 (Agenda item 16)** (Pages 581 - 616)

Report of Councillor Cartman (attached)

17. **2023/24 Fees and Charges (Agenda item 17)** (Pages 617 - 624)

Report of Councillor Cartman (attached)

18. **Q2 Performance Update (Agenda item 18)** (Pages 625 - 644)

Report of Head of Business Insight, Policy and Partnerships (attached)

19. Adoption of assets to North Somerset/s Local Heritage List (Agenda item 19)
(Pages 645 - 660)

Report of Councillor Canniford (attached)

20. Pre-consultation sign-off of the draft Local Flood Risk Management Strategy - in preparation for public consultation (February-March 2023) (Agenda item 20) (Pages 661 - 852)

Report of Councillor Solomon (attached)

21. Commissioning and procurement plan for the treatment of food waste (Agenda item 21) (Pages 853 - 862)

Report of Councillor Solomon (attached)

22. Commissioning and Contract for operation of the waste transfer station and optional outward haulage (included EXEMPT Appendix) (Agenda item 22)
(Pages 863 - 870)

Report of Councillor Solomon (attached)

23. Oral reports of Executive Councillors (Agenda item 23)

Executive Councillors might report orally on matters in progress. Such reports will be for information only and no material decisions can be made arising from them.

24. Urgent business permitted by the Local Government Act 1972 (if any) (Agenda item 24)

For a matter to be considered as an urgent item, the following question must be addressed: "What harm to the public interest would flow from leaving it until the next meeting?" If harm can be demonstrated, then it is open to the Chairperson to rule that it be considered as urgent. Otherwise the matter cannot be considered urgent within the statutory provisions.

Exempt Items

Should the Executive wish to consider a matter as an Exempt Item, the following resolution should be passed -

"(1) That the press, public, and officers not required by the Members, the Chief

Executive or the Director, to remain during the exempt session, be excluded from the meeting during consideration of the following item of business on the ground that its consideration will involve the disclosure of exempt information as defined in Section 100I of the Local Government Act 1972.”

Also, if appropriate, the following resolution should be passed –

“(2) That members of the Council who are not members of the Executive be invited to remain.”

Mobile phones and other mobile devices

All persons attending the meeting are requested to ensure that these devices are switched to silent mode. The chairman may approve an exception to this request in special circumstances.

Filming and recording of meetings

The proceedings of this meeting may be recorded for broadcasting purposes.

Anyone wishing to film part or all of the proceedings may do so unless the press and public are excluded for that part of the meeting or there is good reason not to do so, as directed by the Chairman. Any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting, focusing only on those actively participating in the meeting and having regard to the wishes of any members of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chairman or the Assistant Director Legal & Governance and Monitoring Officer's representative before the start of the meeting so that all those present may be made aware that it is happening.

Members of the public may also use Facebook and Twitter or other forms of social media to report on proceedings at this meeting.

Emergency Evacuation Procedure

On hearing the alarm – (a continuous two tone siren)

Leave the room by the nearest exit door. Ensure that windows are closed.

Last person out to close the door.

Do not stop to collect personal belongings.

Do not use the lifts.

Follow the green and white exit signs and make your way to the assembly point.

Do not re-enter the building until authorised to do so by the Fire Authority.

Go to Assembly Point C – Outside the offices formerly occupied by Stephen & Co

Minutes

of the Meeting of

The Executive

Wednesday, 7 December 2022

New Council Chamber - Town Hall

Meeting Commenced: 6.02 pm

Meeting Concluded: 7.16 pm

Councillors:

Steve Bridger (Chairman)
Mike Bell (Vice-Chairman)

Mark Canniford
Ashley Cartman
Catherine Gibbons
Steve Hogg
Bridget Petty
Mike Solomon

Officers in attendance: Jo Walker (Chief Executive), Amy Webb (Director of Corporate Services), Sheila Smith (Director of Children's Services), Nicholas Brain (Assistant Director Legal & Governance and Monitoring Officer), Alex Hearne (Assistant Director, Placemaking and Growth, Place Directorate), Mike Riggall (Information and ICT Security Manager, Corporate Services) and Vanessa Andrews (Marketing and Communications Manager).

Partaking via Microsoft Teams:

Councillors: Nigel Ashton, Mike Bird, Peter Crew, Don Davies, Sandra Hearne, Patrick Keating, Geoff Richardson,

Officers: Hayley Verrico (Director of Adult Social Services), Jenny Ford (Head of Placemaking and Development, Place Directorate), Rachel Lewis (Heritage and Design Manager, Place Directorate) and Hazel Brinton (Committee Services Manager, Corporate Services Directorate)

EXE Chairperson's Welcome

46

The Chairperson welcomed everyone to this face-to-face meeting of the Executive in the New Council Chamber.

Some councillors and officers would be joining the meeting remotely via Microsoft Teams but whilst able to partake they would not be "in attendance formally".

The meeting was being streamed live on the internet and a recorded version would be available to view within 48 hours on the North Somerset Council website.

EXE 47 Addresses by Members of the Public (ESO 6)

None received.

EXE 48 Declaration of Disclosable Pecuniary Interest (Standing Order 37)

None declared.

EXE 49 Minutes 19 October 2022

Resolved: that the minutes be approved as a correct record.

EXE 50 Non-Executive Councillors' Addresses

None received.

EXE 51 Matters referred to the Executive and not dealt with elsewhere on this agenda

None.

EXE 52 West of England Sub-Region: items not dealt with elsewhere on this agenda

None.

EXE 53 Forward Plan dated 2 December 2022

Resolved: that the Forward Plan be noted.

EXE 54 Schools Capital Upgrades - remaining roofing programme

At the invitation of the Chairperson, Councillor Cartman presented the report. He explained the background to the report and the requirement to include the project at Kewstoke Primary School in the council's capital programme for 2022/23 and 2023/24 to support essential repairs and improvements up to the value of £1.75m. The scope of the project had been provisionally agreed to include a new roof and an extension to provide a relocated staff area and the provision of new welfare facilities for both staff and pupils.

He noted that the current market for works contractors was challenging and therefore the open tender route was preferred as it gave the maximum opportunity for competition and allowed local suppliers to bid for the contract to keep as much of the work as possible in North Somerset.

In discussing the report members were pleased to note that local contractors could bid for the work and that better insulation would contribute to the building's efficiency. Future proofing of the structure to allow for solar panels was requested to be considered.

Resolved:

- That the Executive approved the joint commissioning and procurement plan for the procurement of roofing and other construction works at Kewstoke Primary School and
- That the Executive approved the allocation of up to the value of £1.75m from the Schools Capital Maintenance programme (approved at Council 15th February 22) for Kewstoke Primary School to support essential repairs and improvements.

Reasons for the decision:

As set out in the report and discussed above.

Alternative options considered and rejected:

As set out in the report and discussed above.

EXE 55 Approval of Two Towns Placemaking Strategies and Connecting Portishead Development Framework

At the invitation of the Chairperson Councillor Canniford presented the report. He informed members that there had been a change to the recommendation wording in the report.

Revised recommendation

“That the Executive endorsed, in principle, the Clevedon, Nailsea and Portishead placemaking strategies as the partnership visions for regeneration, placemaking and economic development for the respective towns, and agreed to delegate to the Executive Member for Placemaking and Economy, in consultation with relevant Town Councils and other partners, the authority to determine the final content and wording of the strategies.”

He noted that until this point, the council had no regeneration programmes for the towns outside of Weston-s-Mare and the placemaking strategy for the latter had been successful. There was investor interest in developing other towns in North Somerset and to secure investment, the towns needed a vision as to how they wish to develop. The council had been successful in gaining funding for library, sea front and bus service facilities in Clevedon but he added that town centres were changing as working and shopping habits changed so the council needed to take the opportunity to bid for funding and shape investment. To do so, the towns must have a vision and this must be developed in partnership with the towns. He commented on how the placemaking strategy for Weston had supported bidding opportunities for regeneration and employment.

He informed members that the strategy for Portishead involved a large brownfield site which would encourage investment particularly with the new railway line to be built. The strategy would provide a framework to co-ordinate the evolution of the town and support a phased development with joined up decisions about infrastructure. He noted his disappointment that Portishead Town Council felt it was no longer able to support the exercise but they had been good partners in

participating in the process since 2020. The town council's logo would be removed from the cover of the project document and website as soon as possible.

Councillor Canniford acknowledged that in the case of Clevedon, there was still further discussions to be held around the options including those for council-owned land at Churchill Avenue and confirmed those discussions would take place with ward members. Similarly, no decisions had been made with regard to the vision for Nailsea and all was still up for discussion. The document was intended to create discussion. Regular stakeholder meetings would continue but he added this was the first time that the council had had a vision for the towns and was willing to adapt that vision in consultation with local communities.

In discussing the report, members made the following comments: that there should be no plans to develop the Churchill Avenue site; that the proposals for Clevedon and Nailsea were a list of ideas rather than a strategy and that there was a desire to have further conversations with Councillor Canniford on the proposals.

Members noted that the approach to the consultation for Nailsea and Clevedon differed from the council's usual approach and felt that the engagement had been extensive and tailored to the communities involved. They noted that residents had welcomed the approach and the chance to come together to form a vision for their towns' and communities' development. The documents were a means to drawing out ideas but there was more work to do on the detail. It was important to recognise the purpose of the process and documents and that this was not the end of the process but a continuous dialogue with communities and towns. Reference was made to the fact that the document for Portishead differed in approach to those for Clevedon and Nailsea.

It was noted that the documents were a broad framework for a vision for the towns and the recommendation did not commit the council to taking a decision at that point on any of the elements in the documents. There were still site-specific consultations to take place such as that on Churchill Avenue in Clevedon.

Resolved:

That the Executive endorsed, in principle, the Clevedon, Nailsea and Portishead placemaking strategies as the partnership visions for regeneration, placemaking and economic development for the respective towns, and agreed to delegate to the Executive Member for Placemaking and Economy, in consultation with relevant Town Councils and other partners, the authority to determine the final content and wording of the strategies.

Reasons for the decision:

As set out in the report and discussed above.

Alternative options considered and rejected:

As set out in the report and discussed above.

EXE 56 Month 6 Budget Monitor, Medium Term Financial Plan (MTFP) and Revenue Budget 2023/24

At the invitation of the Chairperson, Councillor Cartman introduced the combined report noting that local government finance was caught between rising costs and tighter funding. He informed members that the current in year budget overspend was £4m whilst for 2023/24, the gap had been reduced from £17m to £4.1m with savings of £10.53m already incorporated. He thanked officers and members for their work; it had been a difficult process but the council had remained with its principles of protecting core services and the vulnerable in society. The process of identifying savings was ongoing and there would be consultation with members and communities.

Members considered the report and raised the following observations: that historically children's centres had been subjected to cuts but were needed more than ever and whether in the light of the proposed closure of Backwell recycling centre, consideration had been given to encouraging residents to recycle more with the introduction of 3-weekly black bin collections

Councillor Cartman explained that it was difficult to avoid "salami slicing" of services in the current climate and that the conversation around children's centres had been the most difficult as the Executive shared this concern. There were no proposals to go to 3-weekly bin collections currently.

Members were informed that children's centres were at the heart of the council's offering to families and that they were being transformed into family hubs as it was recognised that the council needed to change what was offered. There was no desire to see cuts to front line staff who deliver the outreach services from the family hubs. Additionally, evidence showed that there was not a significant increase in fly tipping with the closure of recycling centres.

Resolved:

1. That the Executive noted:
 - a) the updated revenue and capital budget forecasts as detailed within para 3.1 of the report in respect of the monitoring the budgets for 2022/23 financial year and the proposed strategy to balance the budget by the end of the year,
 - b) the updated range of revenue budget assumptions and risks within the Medium-Term Financial Plan for the period 2023-2027 as detailed within paras 3.3 and 3.4 of the report,
 - c) the draft savings strategies and proposals that have been included within the Medium-Term Financial Plan as described within para 3.5 and listed in Appendix 1 of the report
 - d) the updated budget gap of **£4.111m** for 2023/24 financial year as detailed in para 3.2, together with outstanding areas of work which are to be completed before the Executive can present a balanced budget for the 2023/24 financial year

2. That the Executive approved:
- e) the in-year amendments to the budgets within the current capital programme following the re-assessment and re-phasing of the current capital programme as detailed listed in Appendix 2 of the report and
 - f) the release of the Executive's latest draft budget for 2023/24 for consultation and engagement with the public and other stakeholders, incorporating growth and savings items as described throughout the report, whilst recognising that further changes will still need to be made to finalise and balance the budget for next year.

Reasons for the decision:

As set out in the report and discussed above.

Alternative options considered and rejected:

As set out in the report and discussed above.

EXE 57 Rights of Way Improvement Plan

At the invitation of the Chairperson, Councillor Solomon presented the report noting the importance of Public Rights of Way to everyone and the importance of an action plan to deliver improvements that will benefit all communities in North Somerset. The review had been due in 2020 but had been delayed due to the pandemic and there had been over 2000 responses to the council's consultation on the plan. The council relied on volunteers and landowners to support efforts to maintain paths, bridges and other structures.

In considering the report, members highlighted the importance of joined up thinking in linking the council's Active Travel Strategy and Public Rights of Way. The Public Rights of Way Team was thanked for their work in improving the area's footpaths and improving accessibility for those with difficulties climbing stiles. There had been significant investment in improving public rights of ways. The consultation effort by officers was also highlighted.

Resolved:

That the council adopted the Rights of Way Improvement Plan (RoWIP) 2022-23 appended to the report.

Reasons for the decision:

As set out in the report and discussed above.

Alternative options considered and rejected:

As set out in the report and discussed above.

EXE Future Governance Model - The Music Service

58

At the invitation of the Chairperson, Councillor Gibbons presented the report on the Music Service and the reasons behind the required changes to it. She informed members that Music Education, as required by the Department for Education (DfE) would change radically in 2023. The report proposed actions which sought to protect the existing music offer for young people and build a vibrant and robust music education future for young people in North Somerset. The service was not a statutory service but a traded one and was currently jointly delivered in partnership with South Gloucestershire Council and Bath and North East Somerset via a grant received from the DfE, not from council funds.

The council recognised that the partnership working had the potential to do much more and that a broader, more universal offer was being achieved because of the efficiencies gained by working together. Through partnership, the services were beginning to realise their potential to deliver an improved offer for all young people from the most vulnerable to those who are gifted and talented.

Additionally, the new Department for Education vision for the governance and delivery of music education in England was significantly different to the current model and required changes to transform the service so that it was fit for the future. The merger between North Somerset, Bath and North East Somerset and South Gloucestershire music services would put the service in a position to make a strong bid for DfE grant funding. The new merged service would be set up as an independent company limited by guarantee registered as a charity and with a trading arm.

Thanks were extended to Councillor Wendy Griggs and the scrutiny panel for the work around the risks and opportunities of the proposed change.

In discussing the report, members were supportive of the direction of travel but noted some concerns in that it may mean a less tailored service which had less contact with local musicians in North Somerset thus losing its intimacy and more time would be spent in considering how to bid for funding rather than delivering a service. Councillor Gibbons responded that the hope was that there would be more innovation because of the change with the potential to unlock greater funding to do much more and to protect what was already being done. The change was around the governance of the service not a change in the personnel delivering it.

Resolved:

- i. That the Executive approved, in principle, the proposal that the Music Service merges with Bath and North East Somerset (B&NES) and South Gloucestershire Council's Music Services, into one single service.
- ii. That the Executive approved, in principle, the single service being established as an independent organisation outside the 3 Councils, enabling the Service to be eligible to retain government funding, protect staff and develop a broader, more universal youth music education offer on behalf of the 3 Councils.

- iii. That the Executive delegated authority to the Executive Member for Corporate Services and the Director of Corporate Services (s151) officer to make the final decision on potential transfer and the terms thereof once transfer negotiations had progressed and proposed terms could be reported as the final actuarial details and proposals for any pension admission agreements for the proposed independent organisation were still to be received.

Reasons for the decision:

As set out in the report and discussed above.

Alternative options considered and rejected:

As set out in the report and discussed above.

EXE 59 Ofsted Focused Visit Letter

At the invitation of the Chairperson, Councillor Gibbons presented the report to members. She explained that the Focused Visit Letter from Ofsted highlighted key messages from the inspectors when considering the council's arrangements for the 'front door', which was the point at which the local authority, alongside other agencies, considered and responded to referrals about children who may be in need or at risk of harm.

The authority knew itself well and provided the inspectors with an accurate picture of where it was and what remained to be done. Issues were already being addressed and funding was being identified for an additional member of staff to support Multi-Agency work around child exploitation. Ongoing improvements were being made with Quality Assurance work. She added that the feeling from the feedback meeting at which she was present was much more positive than the letter suggested and was testament to the hard work of officers in the Front Door team and Children's Services and to whom she extended her thanks.

Resolved:

1. That the Executive noted the contents of the letter and
2. That the Executive noted the progress to date and the work still needed.

EXE 60 Weston Business Quarter - delivery/disposal options and mechanisms (included EXEMPT appendix)

The Chairperson invited Councillor Cartman to present the report noting that if members wished to discuss the exempt appendix, then the meeting would have to go into closed session.

Councillor Cartman informed members that the council had been approached by a manufacturing company already based in the South West who wished to consider purchasing the site. The company would bring investment into the area as well as high quality jobs. Construction inflation means that the business case approved last year for the Weston Business Quarter by the Executive was no longer

feasible. The report was seeking authority to enter into negotiations with the manufacturing business.

Councillor Canniford added that in respect of the council's Food Works ambitions, the entire site was not being offered and a part would be held back so that work being conducted by the Economy Team and Food Works could continue in North Somerset.

Resolved:

- That the Executive noted the change in circumstances and proposed change of approach to the development of North Somerset Council owned land at the Weston Business Quarter.
- That the Executive delegated authority, for a maximum period of 18 months from the date of the meeting, to the Executive Member for Corporate Services, in consultation with the Executive Member for Placemaking & Economy and the Section 151 Officer, to finalise and approve the disposal of council-owned land at the Weston Business Quarter in line with the parameters set out in Appendix A to the report.

Reasons for the decision:

As set out in the report and discussed above.

Alternative options considered and rejected:

As set out in the report and discussed above.

**EXE
61 Oral reports of Executive Councillors**

The Chairperson asked residents to look out for vulnerable neighbours during the current cold conditions and as it was the last Executive meeting of the year, wished all a happy, peaceful, and warm festive season.

Chairman

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Forward Plan

for the four-month period commencing on

1st March 2023

published on 31 January 2023



This Forward Plan gives details of decision items to be presented during the forthcoming four months.

Councillors are invited to review the items and to consider whether any of them should be referred for scrutiny or discussed with the appropriate Executive Member.

Executive (8)

Leader of the Council - Councillor Steve Bridger: External liaison including strategic partnerships; Local Enterprise Partnership, North Somerset Partnership, Joint Executive Committee (WECA and North Somerset Council), Alliance, Police; Strategic policy/Corporate Plan development, forward programme and strategic review; strategic communications and marketing (with Deputy Leader and Executive Member Engagement); major infrastructure project delivery; major schemes, including HIF and Metrowest.

Deputy Leader of the Council and Executive Member for Adult Services, Health and Housing - Councillor Mike Bell: Adult services; Reablement and technology enabled care; Care reforms; Early intervention and prevention; Integrated commissioning; Domiciliary, residential and nursing care; Social work and occupational therapy; Health; Health and Wellbeing Board and Strategy; Integrated Care System and Locality Partnerships; Health improvement and health protection; Pandemic response; Substance misuse services; Regulatory services; Trading standards and food safety; Environmental protection; Licensing; Emergency Management; Housing; Homelessness and rough sleeper support; Housing solutions; Private Sector Housing; Unauthorised encampments; Communications

Executive Member for Children, Young People, Lifelong learning and Skills – Councillor Catherine Gibbons: Children and Young people's services; Children's social care; Looked after children; Corporate parenting; Family Hubs; Early help; Adoption and fostering services; Safeguarding; Children's licences and permits; Ukraine resettlement; Education; Special educational needs and disabilities; School places and admissions; Education liaison with local HE and FE institutions, schools and Multi Academy Trusts; Skills; Skills Strategy; Careers advice; Community Learning

Executive Member for Corporate Services – Councillor Ashley Cartman: Finance – revenue, capital programme and income generation; Procurement; Legal and democratic services (including electoral and registrar); Property and Asset management –financial business cases &

financing; ICT, Digital and Customer Services; Lead for Business Support contracts – Agilisys and Liberata; Business intelligence; Human Resources and Organisational Development; Shareholder representative role for council companies; Property technical services and project delivery; Strategic Asset Planning; Corporate estate; Accommodation Strategy project delivery; Capital projects delivery

Executive Member for Climate Emergency and Engagement – Councillor Bridget Petty: Climate emergency; Ecological Emergency; Community engagement and consultation; Equalities and diversity; Town and parish liaison; North Somerset Together; Voluntary sector liaison, Marine environment conservation; Green infrastructure strategy

Executive Member for Placemaking and Economy – Councillor Mark Canniford: Placemaking and development; Placemaking Strategies; See Monster and legacy; Culture Strategy; Weston Placemaking delivery; Tropicana and Playhouse Theatre; Strategic Events Programme; Visitor Economy development; Development and commercial programme; Affordable Housing delivery; Planning; Policy; Spatial Planning; Building Control; Economy and recovery; Inward Investment; Business development and engagement; Employment; High Street and Town Centre renewal; Parking strategy

Executive Member for Neighbourhoods and Community Services – Councillor Mike Solomon: Libraries; Community venues; Safer communities; Parking operational management; Environmental services; Recycling and waste minimisation; Waste and street cleansing contracts; Enforcement Strategy; Open spaces and natural environment operations; Sports and Leisure Centre contracts; Flood risk management; Seafronts, parks and lakes operational management; Crematoria and cemeteries

Executive Member for Transport and Highways – Councillor Steve Hogg: Highways Operations; Highway network management; Highway maintenance contract; Streetlighting; Highway Technical Services and Delivery; Liveable Neighbourhood schemes; Active Travel schemes; Highway Structures; Strategic Transport; Transport policy; Transport decarbonisation; Public transport; Home to School transport; Bus and Rail Strategy

The items and the final decision taker are indicative. Decision making is subject to the Constitution.

Copies of documents listed can be obtained by contacting the officer named in the attached schedules. Other relevant documents may be submitted to the decision maker and can be requested from the named officer as they become available or may be available on the Council's website www.n-somerset.gov.uk

March 2023

1. Council and Executive Items

(NB No Executive or Council meeting currently scheduled for March)

Meeting Date	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details

2. Executive Member Items and Director Key Decisions

Decision not before	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details
01/03	2023/24 Fees and Charges – to seek Executive Member approval for any key decisions for increases in charges over 5% and up to 10% or generating estimated additional income between £100,000 to £300,000	Report to Executive 12/04/16 https://n-somerset.moderngov.co.uk/Data/Executive/201604121430/Agenda/13%20Fees%20and%20Charges%202016%2017.pdf	Executive Members: Cllr Bridger, Cllr Solomon, Cllr Canniford, Cllr Petty, Cllr Davies, Cllr Bell, Cllr Gibbons, Cllr Cartman. (Key Decision)	No	Engagement with scrutiny to take place no later than 1 March 2023. Arrangements to be agreed with relevant Panel Chairmen.	Victoria Watkins Victoria.watkins@n-somerset.gov.uk
01/03	A38 MRN scheme: Contract Award of D&B Stage 1 Contract (re-listing and previously listed for September, October and January) moved to April	– Director Decision 19/20 DE295 https://www.n-somerset.gov.uk/sites/default/files/2020-05/19-20%20DE%20295.pdf OBC Commissioning and Procurement Plan – Exec Member Decision DP270 Decision (n-somerset.gov.uk) – A38 Major Road Network Scheme Outline Business Case Submission and Local Contribution Funding – Full Council COU82: Agenda for Council on Tuesday, 9th November, 2021, 6.00 pm North Somerset Council (moderngov.co.uk) Commissioning Plan for the Design &	Director of Place (key decision)	No	The Place P&SP was consulted at the OBC Submission Decision and Commissioning Plan stage during September/October 2021. An interim written briefing was provided to Place P&SP on 31 st May 2022. A further briefing will be offered to Place P&SP following OBC approval from DfT.	Contact: Konrad Lansdown: 07917 184804

		<p>Build Contract of the A38 Major Road Network (MRN) Scheme and associated Professional Services</p> <p>-Executive Member: DP 22/23-95 signed (n-somerset.gov.uk)</p> <p>DP 22/23-108 MRN professional services procurement plan (n-somerset.gov.uk)</p> <p>Procurement Plans for the Design & Build Contract of the A38 Major Road Network (MRN) Scheme and associated Professional Services.</p>				
17/03 Page 21	<p>A38 MRN scheme: Award of Professional Services Contract (re-listing and previously listed for September, October and January) moved to April</p>	<p>-Director Decision: 19/20 DE295 https://www.n-somerset.gov.uk/sites/default/files/2020-05/19-20%20DE%20295.pdf</p> <p>OBC Commissioning and Procurement Plan</p> <p>-Exec Member Decision DP 270 Decision (n-somerset.gov.uk) A38 Major Road Network Scheme Outline Business Case Submission and Local Contribution Funding</p> <p>-Full Council COU82: Agenda for Council on Tuesday, 9th November, 2021, 6.00 pm North Somerset Council (moderngov.co.uk)</p> <p>Commissioning Plan for the</p>	<p>Director of Place (key decision)</p>	No	<p>The Place P&SP was consulted at the OBC Submission Decision and Commissioning Plan stage during September/October 2021.</p> <p>An interim written briefing was provided to Place P&SP on 31st May 2022. A further briefing will be offered to Place P&SP following OBC approval from DfT.</p>	<p>Contact: Konrad Lansdown: 07917 184804</p>

		<p>Design & Build Contract of the A38 Major Road Network (MRN) Scheme and associated Professional Services</p> <p>-Executive Member: <u>DP 22/23 95 signed (n-somerset.gov.uk)</u></p> <p><u>DP 22/23 DP 108 MRN professional services procurement plan (n-somerset.gov.uk)</u></p> <p>Procurement Plans for the Design & Build Contract of the A38 Major Road Network (MRN) Scheme and associated Professional Services</p>				
01/03	2023/24 Fees and Charges – to seek Director approval for any key decisions for increases in charges up to 5% or generating estimated additional income up to £100,000	<p>Report to Executive 12/04/16</p> <p>https://n-somerset.moderngov.co.uk/Data/Executive/201604121430/Agenda/13%20Fees%20and%20Charges%202016%2017.pdf</p>	<p>Director of Place, Director of Corporate Services, Director of Childrens Services, Director of Adult Social Services, Director of Public Health & Regulatory Services (Key Decision)</p>	No	Engagement with scrutiny to take place no later than 1 March 2023. Arrangements to be agreed with relevant Panel Chairmen.	<p>Victoria Watkins</p> <p>victoria.watkins@n-somerset.gov.uk</p>
01/03	Acceptance of DfT funding for FBC stage and increase to capital programme. Decision date subject to Department of Transport funding	Procurement/ commissioning plans (19/20 - DE295 MRN OBC)	Exec Member in consultation with Assistant Director & Section 151 officer	No	Engagement was carried out in Dec 22 via email to panel members. No further action required.	<p>Jason reading, Senior Project Manager, Place Directorate</p> <p>Jason.reading@n-somerset.gov.uk</p>

	announcement date (new entry)					
01/03	Approval of changes to LSVT agreement with Alliance Homes (new entry)	Report to the Council, 24th September 2019: Affordable Housing Delivery Partnership Agreement with Alliance Homes.	Leader of the Council	No	This decision follows on from a decision made by Full Council in Sept 2019.	Contact: Jenny Ford, Head of Development & Placemaking
01/03	Combined Commissioning and Procurement Plan for the Supply of Energy (new entry on Exec agenda 8.2.23)	Request for Delegation of the Combined Commissioning and Procurement Plan and Contract Award for the supply of energy	Executive Member for Corporate Services	No	Initial PCOM engagement completed as part of the request for delegated authority. No further engagement deemed required at this stage	Mark Reed Principal M&E and Energy Engineer Tel: 07826950053 Nicola Scribbens Interim Deputy Head of Strategic Procurement with responsibility for Place and Corporate Services Tel: 07917 228423 Elaine Braund: Project Office Co-Ordinator Tel: 07795 812102
01/03	Housing Renewals Assistance Policy – update (new entry)	Current policy HRAP revision Jan2022 (n-somerset.gov.uk)	Executive Member (Cllr Bell)	No	ASH Panel briefing scheduled w/c 13 February	Howard Evans howard.evans@n-somerset.gov.uk

April 2023

1. Council and Executive Items

(NB Executive and Council Meetings for April have been CANCELLED due to the pre-election period. No items to be listed)

Meeting Date	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details
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2. Executive Member Items and Director Key Decisions

Decision not before	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details
01/04	A38 MRN scheme: Contract Award of D&B Stage 1 Contract (re-listing and previously listed for September, October, January and March)	<ul style="list-style-type: none"> - Director Decision 19/20 DE295 https://www.n-somerset.gov.uk/sites/default/files/2020-05/19-20%20DE%20295.pdf OBC Commissioning and Procurement Plan - Exec Member Decision DP270 Decision (n-somerset.gov.uk) A38 Major Road Network Scheme Outline Business Case Submission and Local Contribution Funding - Full Council COU82: Agenda for Council on Tuesday, 9th November, 2021, 6.00 pm North Somerset Council (moderngov.co.uk) Commissioning Plan for the Design & Build Contract of the A38 Major Road Network (MRN) Scheme and associated Professional Services - Executive Member: DP 22/23 95 signed (n-somerset.gov.uk) DP 22/23 DP 108 MRN professional services procurement plan (n-somerset.gov.uk) 	Director of Place (key decision)	No	<p>The Place P&SP was consulted at the OBC Submission Decision and Commissioning Plan stage during September/October 2021.</p> <p>An interim written briefing was provided to Place P&SP on 31st May 2022. A further written briefing will be provided in December 2022 to Place P&SP with a briefing then offered following OBC approval from DfT.</p>	Contact: Konrad Lansdown: 07917 184804

		Procurement Plans for the Design & Build Contract of the A38 Major Road Network (MRN) Scheme and associated Professional Services.				
01/04	A38 MRN scheme: Award of Professional Services Contract (re-listing and previously listed for September, October, January and March)	<p>-Director Decision: 19/20 DE295 https://www.n-somerset.gov.uk/sites/default/files/2020-05/19-20%20DE%20295.pdf OBC Commissioning and Procurement Plan</p> <p>-Exec Member Decision DP 270 Decision (n-somerset.gov.uk) A38 Major Road Network Scheme Outline Business Case Submission and Local Contribution Funding</p> <p>-Full Council COU82: Agenda for Council on Tuesday, 9th November, 2021, 6.00 pm North Somerset Council (moderngov.co.uk) Commissioning Plan for the Design & Build Contract of the A38 Major Road Network (MRN) Scheme and associated Professional Services</p> <p>-Executive Member: DP 22/23 95 signed (n-somerset.gov.uk) DP 22/23 DP 108 MRN professional services</p>	Director of Place (key decision)	No	<p>The Place P&SP was consulted at the OBC Submission Decision and Commissioning Plan stage during September/October 2021.</p> <p>An interim written briefing was provided to Place P&SP on 31st May 2022. A further written briefing will be provided in December 2022 to Place P&SP with a briefing then offered following OBC approval from DfT.</p>	Contact: Konrad Lansdown: 07917 184804

		<u>procurement plan (n-somerset.gov.uk)</u> Procurement Plans for the Design & Build Contract of the A38 Major Road Network (MRN) Scheme and associated Professional Services				
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May 2023

1. Council and Executive Items

(NB Council meeting has been moved from 16 May to 23 May)

(NB No Executive meeting)

Meeting Date	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details
23/05			Council			

2. Executive Member Items and Director Key Decisions

Decision not before	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details
01/05	Award of Contract: Alteration and Construction Works: Kewstoke Primary School (new item)	Joint Commissioning and Procurement Plan to progress with Schools capital upgrades – remaining roofing programme	Director (Key)	No	Briefing note sent to PCOM Chairperson 18.07.22 and scrutiny session held on 06.09.22. No further engagement required	Jonothan Hughes: 07769 253380 Sally Varley 07917 587280

June 2023

1. Council and Executive Items
(NB No Council meeting)

Meeting Date	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details
21/06	Adult Care Provider Market Sustainability Plan (previously listed for February 2023 Executive)	<u>Market sustainability and fair cost of care fund 2022 to 2023: guidance - GOV.UK (www.gov.uk)</u>	Executive	No	ASH Scrutiny Panel to be engaged early January 2023	Gerald Hunt, Principle Head of Commissioning, Partnerships and Housing Solutions 01934 634803 gerald.hunt@n-somerset.gov.uk
21/06	Recommissioning of the Waverley Court and Tamar Court extra care housing care contracts	19/07/2016 Full Council Report 21 – North Somerset Support to Live at Home Contract Award 27/09/2016 Full Council Report 19 North Somerset Support to Live at Home Contract Award	Executive	No	Discussed with scrutiny panel 11/01/23	Contact: Gerald Hunt 01934 634803

Page 50

2. Executive Member Items and Director Key Decisions

Decision not before	Item/Issue requiring decision	Background Documents for Consideration	Decision Taker	Exempt Item? Yes/No/Part	Policy & Scrutiny Panel Activity & Engagement / Timeline	Contact Officer for Further Details
01/06	Award of Contract: Accommodation Strategy Delivery: Capital Works, Town Hall - fittings, fixtures and equipment. (moved from December 2022 & February 2023)	https://n-somerset.moderngov.co.uk/documents/s3380/28%20Accommodation%20Strategy%20Update%20Report.pdf	Director (Key Decision)	No	PCOM engagement completed as part of commissioning / procurement plan stage. Further briefing to be arranged if required.	Jonathan White Jonathan.white@n-somerset.gov.uk Tel: 07711 280595

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Report to the Executive Committee

Date of Meeting: 8 February 2023

Subject of Report: Bus Service Improvement Plan – Update

Town or Parish: All

Officer/Member Presenting: Councillor Steve Hogg, Executive Member for Transport and Highways

Key Decision: YES

Reason: Financial value and affects communities across the whole Local Authority area. The BSIP project will result in the Local Authority incurring expenditure or making savings of £500,000 or over and be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the Local Authority.

Recommendations

Approvals

1. Approve a three-year extension of the Public Transport Dynamic Purchasing System (DPS) to enable public bus contracts to be procured beyond the September 2023 expiry.
2. Approves the initial deployment zones for Demand Responsive Transport (DRT) as shown in **appendix 5**, noting that these may be amended across the life of the contract as the introduction of DRT is a trial.
3. Endorses the signing of the Memorandum of Understanding (MOU) (**see appendix 3**) in February 2023 for BSIP and public transport to be signed by the Directors of the West of England Combined Authority (WECA) and NSC, incorporating joint governance arrangements for BSIP and Public Transport between the WECA and North Somerset Council Transport Authorities.

Delegations

4. Approves that the Contract Award for the BSIP Design and Build be delegated to the Director of Place, advised by the Section 151 Officer and Head of Strategic Procurement, due to the decision-making timescale required being within the pre-

election period. This delegation is sought only for any decision required to be made during the pre-election period.

5. Endorses the current iteration of the draft Enhanced Partnership Plan (EPP) and Enhanced Partnership Scheme (EPS) as consulted during December 22/January 23 and attached in **appendix 2** and delegates to the Executive Member for Highways and Transport in consultation with the Place Panel the authority to approve the final Enhanced Partnership Plan and Scheme on behalf of North Somerset Council.
6. Notes the current BSIP as updated in December 2022 (**appendix 1 via link**) and delegates to the Executive Member for Highways and Transport the authority to approve the December 2022 iteration of the document on behalf of North Somerset Council following engagement with Place Scrutiny on the 20/01/2023. .

The Executive Note

7. Note that the following amendments to the Council's revenue budget will be approved:
 - Increase to the revenue budget for 2022/23 of £1.2m to be funded by BSIP revenue grant will be approved by the Director of Corporate Services / S151 Officers as per the delegation approved in the June Executive report.
 - Increase to the revenue budget for 2023/24 of £6.7m and 2024/25 of £5m to be funded by BSIP revenue grant will be approved as part of the Medium-Term Financial Plan in February 2023.
 - Any future amendments to the profile of the revenue budget will follow the financial regulation thresholds.

Summary of Report

- 1.1. Delivery of the Bus Service Improvement Plan in North Somerset will revolutionise public transport, making it a viable alternative to travel by private vehicle for many of our residents. The programme prioritises infrastructure improvements and service investment over the next two years. It includes new bus shelters, bus interchanges for Clevedon, Nailsea and Portishead, improved passenger experience, more environmentally friendly vehicles, improved fares and ticketing, better branding and information, shorter journey times, more reliable services and measures to help people access public transport at the beginning and end of their journeys.
- 1.2. The BSIP funding grant has been confirmed by letter from the Department for Transport (DfT) on 24 November 2022. This has confirmed the indicative allocation in full of a) capital funding award of £47,983,000 allocated to North Somerset Council, and b) the indicative revenue funding award of £57,505,498 allocated jointly to the West of England Combined Authority (WECA) and North Somerset Council (NSC). The Memorandum of Understanding for public transport between WECA and NSC sets out our approach to joint working and governance of the resources and programme.
- 1.3. This funding package offers a transformational level of funding, eclipsing anything previously seen in public transport in the history of North Somerset Council. The investment enables the council to address the decline of the public transport market due to the COVID pandemic and represents a genuine opportunity to deliver on 2030

net zero carbon reduction targets, by improving the effectiveness of public transport to a level that creates a viable alternative to the use of private vehicles.

- 1.4. The grant will enable the council to rapidly transform the efficiency and effectiveness of bus services across the North Somerset area, by delivering on a range of integrated work in the following areas:
 - Network and services
 - Fares and ticketing
 - Passenger experience
 - Enhanced partnership and integration
 - Infrastructure

- 1.5. The North Somerset Council-only capital grant of £48 million will be focussed on delivery of reliably faster buses, which are cheaper to operate, meaning fewer resources (drivers and vehicles) are required to operate the same service. This results in either the possibility of enhancing service frequency or lowering the cost requirements to run a service, resulting in more sustainable and reliable bus services (essential to grow passenger confidence and patronage levels). We will do this through:
 - Investment in around 300 new modern bus shelters and stop improvements plus delivery of three new interchanges in our key towns
 - A series of first and last mile improvements for active travel and micro-mobility, helping people access public transport
 - Bus traffic signal priority and enforcement along all the key bus routes or at delay hotspots plus 18 key bus priority schemes. The first seven of these schemes to be delivered in 2023.

- 1.6. Our Bus Service Improvement Plan document, which is our local delivery plan, sets out our ambitious targets. This has recently been updated to reflect the grant and Enhanced Partnership. This includes targets to:
 - reduce bus journey times by 10%
 - ensure 95% of services run on time
 - return to pre-pandemic patronage by 2025 and continuing to grow beyond that,
 - increase passenger satisfaction
 - aim for all buses to be zero emission by 2030.

- 1.7. The BSIP delivery plans work together to deliver our aims:
 - Make the bus convenient - taking our residents where they want to go at the times, they need to travel by extending the current network, enhancing frequencies, and optimising services.
 - Make our public transport network co-ordinated – by providing a recognisable and consistent brand across the area, easy access to information, integrated ticketing across operators and enabling simple connections across modes and services.
 - Deliver a positive customer experience – by bringing our bus stops up to a high quality and consistent standard, delivering new accessible and environmentally friendly buses, offering a value for money and affordable service for all, including some targeted fares reductions; also ensuring that people are provided with the

right information as and when they need it, all so that buses are an easy-to-use and a natural choice.

1.8. The BSIP grant cannot be drawn down until the Enhanced Partnership (EP) Plan and Scheme are legally ‘made’. We plan to do this in early February 2023 following a process set out in law. This report provides an update on this EP process, which is progressing through statutory consultations. The EP is in two parts; the Plan (EPP) sets out the objectives and a clear vision of the improvements that we aim to deliver, reflecting the BSIP, and the EP Scheme (EPS) is a delivery plan and contains a legally binding set of commitments by the local transport and highways authorities as well as the bus operators to ensure we jointly achieve the EP Plan objectives.

1.9. The timescales for BSIP are as follows:

Date	Activity
24 November 2022	Bus Service Improvement Plan funding confirmation
29 November – end January	Enhanced Partnership consultations (Bus operator consultation 29 November for 28 days followed by 14 days statutory consultations).
February 2023	Enhanced Partnership adoption and legal making. BSIP grant draw down.
Spring 2023	Capital and Revenue scheme commencement
31 March 2025	All BSIP DFT funded schemes delivered.

1.10. However, despite the significant delays in grant confirmation, the delivery timescales for the project have not been amended by the Department for Transport. This has reduced the project delivery timescales from 3 years (in the bid) to 2 years and 1 month. This reduced timescale for delivery of the BSIP grant outputs alongside the election period is the driver for the delegations listed above, which will enable this priority programme to maintain momentum. The full Terms and Conditions of the Grant Award are also not yet known and will be provided by DfT following the legal ‘making’ of the EP. Given the uncertainty intrinsic in both the EP process and due to not having sight of the grant conditions, this report seeks a delegation to the Director of Place (advised by the Section 151 Officer and Assistant Director Legal & Governance) to make decisions required to ensure BSIP is able to be progressed in accordance with timescales contained with the EP and BSIP grant conditions.

1.11. Officers have been working to mobilise the project programme with our partners across the West of England. This report provides an update on key work areas but also seeks a number of delegated authorities in relation to the spend and procurement processes between April 2023 and September 2023 inclusive, as required to ensure timely delivery BSIP outputs and funding requirements and ensure there is no delay caused by the election period.

1.12. This report provides an update on the following aspects of the BSIP programme:

A. BSIP Updates

- i. Funding and delivery arrangements
- ii. The West of England Bus Service Improvement Plan
- iii. The Enhanced Partnership
- iv. MOU and Governance arrangements between WECA and NSC

B. Procurement processes

- i. delegation of the contract award for the Design and Build of 11 BSIP infrastructure schemes to enable us to meet DfT funding deadlines.
 - ii. bus shelters and stop standards and the procurement approach.
 - iii. DPS headroom
- C. Bus services improvement plans including traditional and Demand Responsive Transport services

1.13. The Executive is advised that a separate BSIP report is being brought to the same meeting which covers the ANPR Commissioning and Procurement Plan. This is under separate title in accordance with our council processes for Commissioning Plan documents. It covers the procurement approach for the bus lane enforcement technology to be introduced through the BSIP programme.

Policy

- 2.1. The national Government’s Bus Back Better – a National Bus Strategy for England is consistent with the following NSC and West of England policies & plans:
- The West of England Bus Service Improvement Plan
 - The North Somerset Council (NSC) Corporate Plan 2020-24
 - The West of England Bus Strategy (2020);
 - The West of England Joint Local Transport Plan 4 (JLTP4) (2020);
 - The emerging NSC Local Plan 2038.

In particular, the proposals in this report directly support the council’s corporate priorities, with particular emphasis on transport decarbonisation and contribute to the council’s aim to deliver net zero emissions.

Details

A. BSIP Updates

- 3.1. This section of the report provides an overview and updates on the BSIP programme including:
- i. Funding
 - ii. Delivery arrangements for revenue and capital projects
 - iii. The West of England Bus Service Improvement Plan
 - iv. The Enhanced Partnership
 - v. MOU and Governance arrangements between WECA and NSC

i. Funding arrangements

3.2. Following the indicative allocation letter of 4 April 2022, DfT wrote confirming our grant funding allocation on 24 November 2022 of up to £105,488,498 (of which £47,983,000 is capital and solely for North Somerset Council, and £57,505,498 is revenue for both authorities) to support delivery of our BSIP. The funding is allocated across three financial years 2022/23 to 2024/25 as below, with the profile for each funding year is set out in the following table:

Financial Year	Revenue	Capital	Total
2022/23	£5,553,871.00	£6,660,000.00	£12,213,871.00

2023/24	£29,750,134.00	£20,513,000.00	£50,263,134.00
2024/25	£22,201,493.00	£20,810,000.00	£43,011,493.00
Total	£57,505,498.00	£47,983,000.00	£105,488,498.00

3.3. This funding award can only be drawn down following legal ‘making’ of an Enhanced Partnership between the Councils and bus operators and the Department for Transport (DfT) will only issue the grant conditions once the EP content agreed with the DfT Relationship Manager has been ‘made’. Once that milestone has been reached, DfT will issue a formal grant letter, including full details of monitoring and reporting requirements and governance processes, and release the funding. Release of the funding is also conditional on continued compliance with conditions issued by DfT on 4 April 2022 (which includes the submitted Annex 4 which sets out the strategic NSC and WECA delivery programme) as well as a satisfactory Enhanced Partnership, with sufficient clarity on how we and our bus operators will deliver the outcomes set out in the BSIP.

ii. Delivery Updates

Revenue Programme Update

- 3.4. Market Conditions: The market as of January 2023 has recovered to 80% of pre-pandemic patronage, with 75% of the old network mileage and commercial reductions in service provision. Concessionary fares recovery remains stuck at around 60% of the pre-pandemic utilisation. The commercial bus network remains in a fragile state post pandemic, although the main investment corridors A370, A369, A38 show positive recovery trends, coupled with an improving driver recruitment and retention situation in North Somerset, there is scope to restore and improve the frequency of service from the spring of 2023 as per the BSIP. NSC Supported Services have also been reduced over the past 18 months due by the recent failure of contractors. The reliability of our continuing services has been diminished due the effects of a driver shortage, service users confidence has also dropped as a result.
- 3.5. Bus Services: Over the coming months we will invest BSIP funds to bolster services. From April 2023, The X1 and X4 will receive a frequency enhancements. The X5 and X8 can be transformed with new routes and be complimented by DRT services. Most services will also run from 07:00 till 23:00 where there is a demand. Given the infrastructure investment program will take 26 months to complete, financial support will be required in some instances to recompense the delay during construction on routes, there will be a need to provide short term subsidy to increase the frequencies on some routes initially, with investment aiming to deliver commercially viable services long-term through growing the public transport market and creating more reliable services.
- 3.6. Fares: The West of England Combined Authority (WECA) and NSC previously agreed an ambitious fares package, which was implemented ‘at risk’ in September 2022 prior to the BSIP grant being agreed. This largely reflects a national cost of living fares package which introduces maximum fares of £2 in central conurbations and reduced cost fares for longer distance fares. A £1 child ticket (up to age 16) has also been implemented, along with £7 daily cap on daily multi-operator tickets. There are options to further enhance the fares package in Spring 2023 to provide time limited

promotions, such as discounted travel for Job seekers, NHS / Blue light workers, Care workers etc. This is subject to review of effectiveness of the current fares package.

- 3.7. Branding: WECA and NSC are working to refresh the current Travel West brand that has been in use for over a decade, the aim is to provide a unified and refreshed brand that makes public transport more recognisable akin to the TFL model in London, and less brand specific, this will be used on promotion, network information and vehicles.
- 3.8. Demand Responsive Transport: This is a new form of flexibly registered bus services serving bus stops where demand arises, this typically uses smaller more agile vehicles that can access previously inaccessible parts of the network, or where demand has been too low to sustain a full-sized commercial service on a fixed line route. The CA and NSC have tendered new DRT zones (**see appendix 5**) to be mobilised from April 2023, the services will accept concessionary fares and align with the current fares package.

Infrastructure Package Scheme Progress

- 3.9. The Governments National Bus Strategy (March 2021) expects local authorities and local bus operators to work together to drive up quality and efficiency of buses and create a virtuous circle: increasing usage, but also reducing operating costs so better services can be sustained without permanently higher subsidy. In congested places, the key intervention will be significantly more ambitious bus priority schemes, making services faster, more reliable, more attractive to passengers and cheaper to run. The West of England BSIP's ambition mirrors this to improve the quality and provision of bus services to a level that creates an attractive alternative to the use of private vehicles. This will deliver on the Council's commitment to decarbonise transport. Transport is the largest CO₂e emissions sector in North Somerset therefore this delivers on a key priority for the council as part of its commitment to tackle the climate emergency.
- 3.10. Extensive public consultation was carried out on the West of England Bus Strategy in February/March 2020 with c.2000 responses received. The full consultation report is published here: <https://travelwest.info/app/uploads/2020/02/Bus-Strategy-Consultation-Report.pdf> . These surveys showed that the highest priorities for the West of England area are 'a well-designed network that is simple, coherent, and efficient across the region' and 'more reliable and faster buses through priority infrastructure and wider policy' with both receiving around 70% endorsement as the highest priorities locally.
- 3.11.** The programme of bus priority measures and schemes has been agreed and forms part of the BSIP strategy, the BSIP bid to Government and the EP. This update focuses on the redesign of over 18 junctions and routes which are known to cause delays to services. As part of these schemes, we will be making changes to road layouts and traffic regulations to enable enforcement of bus priority. As well as these 18 key schemes we will make other changes in order to create faster and more reliable bus services, alongside a programme of shelter and stop, interchange and first and last mile improvements.
- 3.12.** The first package of seven schemes is programmed for construction starting in 2023:
 - A38 at Barrow Gurney
 - A370 Long Ashton bypass
 - A370 at Brockley Combe

- A370 at Wood Hill
- A370 at Congresbury Smallway junction
- A369 at Beggar Bush Lane
- A369 Martcombe Road

3.13. The engagement period these package 1 BSIP schemes (above) was completed in Autumn 2022, closing on Friday 21 October 2022. Officers and their design consultants have considered all responses received and responded to the comments made. An engagement report (**appendix 4**) explains the process that was followed, and a table sets out the responses received and the project team response to each of those comments. This is also published on the BSIP webpage. In summary: the Council received 16 responses, mainly from Parish Councils and overall there is a great deal of support in general for the bus priority scheme proposals, however some minor or detailed concerns have been raised at specific locations which we have addressed. We have advised stakeholders by email that the engagement report is now available to read online.

3.14. Further engagement will be undertaken as appropriate for the remaining programme of schemes for BSIP during 2023/24 and 2024/25. We will be engaging with key stakeholders over the course of the programme, sharing designs and providing updates regarding scheme delivery.

Design and Build Bus priority schemes:	Transport Hubs & Interchanges:	Other infrastructure
<ul style="list-style-type: none"> • Queensway Worle / A370 B3440 • A370 Backwell Signals • Worle High Street Bus Gate • Uphill Roundabout • A369 Portbury Hundred • A369 Rownham Hill • B3133 Southern Way/Central Way RAB • Ettlingen Way RAB/M5 J20 • Tickenham Rd/North Way/All Saints Ln • A38 Churchill Signals • A38 Lime Kiln RAB 	<ul style="list-style-type: none"> • Weston Central • Worle • Clevedon Triangle • Nailsea Link Road • Portishead High Street • Other locations to be determined 	<ul style="list-style-type: none"> • 300 shelters and stops improvements • First and last mile improvements for active travel and micro-mobility

3.15. Further information about the procurement processes for the 11 bus priority schemes being delivered via a Design & Build contract is in section 3.62 of this report.

3.16. In order to progress the programme of shelter and stop improvements several workstreams are in train as set out in paragraph 3.67 below under 'Procurement'.

iii. BSIP Update

3.17. A joint BSIP has been approved between North Somerset Council and WECA. Our BSIP shows how we will meet the requirements of the National Bus Strategy and how buses contribute to our regional ambitions to develop a well-connected sustainable transport network that works for residents, delivering clean and inclusive growth and

helping the transition to a net zero carbon economy by 2030 - in line with our Climate Emergency declarations. Passenger groups, MPs and the business sector were also invited to give their views on the local bus network in July and August 2021 as part of the development of the Bus Service Improvement Plan (BSIP).

- 3.18. Bus Back Better, the national strategy, requires all BSIPs be reviewed and updated annually. In line with this requirement, our BSIP was updated and approved by the Executive Member in December 2023 and published to our website here <https://www.n-somerset.gov.uk/sites/default/files/2022-12/West-of-England-Bus-Service-Improvement-Plan%20-%201st%20Annual%20Review%20-%20Final%20-%2020221221.pdf>. This update was a technical process to align the BSIP to the grant award given that the BSIP bid was not awarded in full, despite being the second largest BSIP award nationally, and did not fundamentally change any principles from the previous document.
- 3.19. The West of England BSIP will be reviewed jointly by officers of the West of England Combined Authority and North Somerset Council in December every year, updated, and reported to DfT and the West of England Planning, Housing & Transport Board (comprising the Mayor of the West of England and relevant Members of Bath and North East Somerset Council, Bristol City Council, North Somerset Council and South Gloucestershire Council).
- 3.20. This report recommends that Executive Committee notes the current BSIP as updated in December 2022 and delegates to the Executive Member for Highways and Transport the authority to approve future annual BSIP updates on behalf of North Somerset Council.

iv. Enhanced Partnership

- 3.21. The BSIP will be delivered through a delivery mechanism called an Enhanced Partnership (EP). Our BSIP states that “Delivering the initiatives outlined in our BSIP is best achieved by collaboration between local transport authorities and operators. That is why the West of England Combined Authority and North Somerset Council are working in partnership with local bus operators and highway authorities to develop an Enhanced Partnership (EP)”. In the West of England this builds on our strong track record of success in working with bus operators to deliver public transport initiatives – such as the Greater Bristol Bus Network, BathRider and AvonRider ticket schemes,

Bath Transport Package, Weston-super-Mare public transport interchange and metrobus.

- 3.22. The EP is both a delivery plan and a governance mechanism which will help the relevant authorities and partners work together to deliver the outcomes of the BSIP. The EP contains analysis and objectives for the following:
- Analysis of local bus services
 - Passenger experience
 - Bus journey speeds
 - Interventions
 - Review mechanisms
 - Geography of the scheme (the West of England area)
 - Competition test
- 3.23. The EP Plan (EPP) sets out the objectives and a clear vision of the improvements that the EP is aiming to deliver. The EP Scheme (EPS) is a delivery plan. This is a legally binding set of commitments by LTAs, LHAs and Bus Operators to achieve the EP Plan objectives. The EP document and its associated Enhanced Partnership Schemes have been updated to reflect the scope of the DFT funding. Funded commitments are included in the EP Scheme wherever possible, for example reflecting the scope of the BSIP and CRSTS funding awards to the Councils to which bus operators have made a general commitment to making proportionate improvements. The EP commits both parties to a range of policy and operational actions. For NSC this includes through strategic planning, parking management and pricing, enforcement and road-space reallocation.
- 3.24. The Transport Act (2000) lays out a statutory process for making the EP Plan and Scheme, with steps for both Councils and operators. An EP is created through a series of detailed negotiations in accordance with section 138F of the Transport Act 2000. Bus operators and Local Highway Authorities (LHAs) were engaged in the preparation of the plan. The revised EP has passed a mandatory consultation with the affected bus operators and statutory bodies in January 2023. The EP will be made in Early February releasing the BSIP funding.
- 3.25. Bus Operators are expected to benefit from unprecedented investment in local bus infrastructure and services. The EP Deal totals £512.5M incorporating £407m of CRSTS (WECA capital), £48m (BSIP NSC capital) £57.5m (BSIP shared WECA/NSC revenue). In return operators are expected to share the investment risk by committing to their own investment (over and above the status quo) in fares, services and vehicles.
- 3.26. The EP Plan and Scheme will replace all existing voluntary partnership agreements, traffic regulation conditions and voluntary codes of conduct between the LTAs, LHAs and Bus Operators. The Advanced Quality Partnership Scheme for metrobus will be revoked. In future Bespoke Variation Arrangements will be made as capital schemes

progress through the design and consultation stages, and operators make improvement to services to reflect savings in their operating costs.

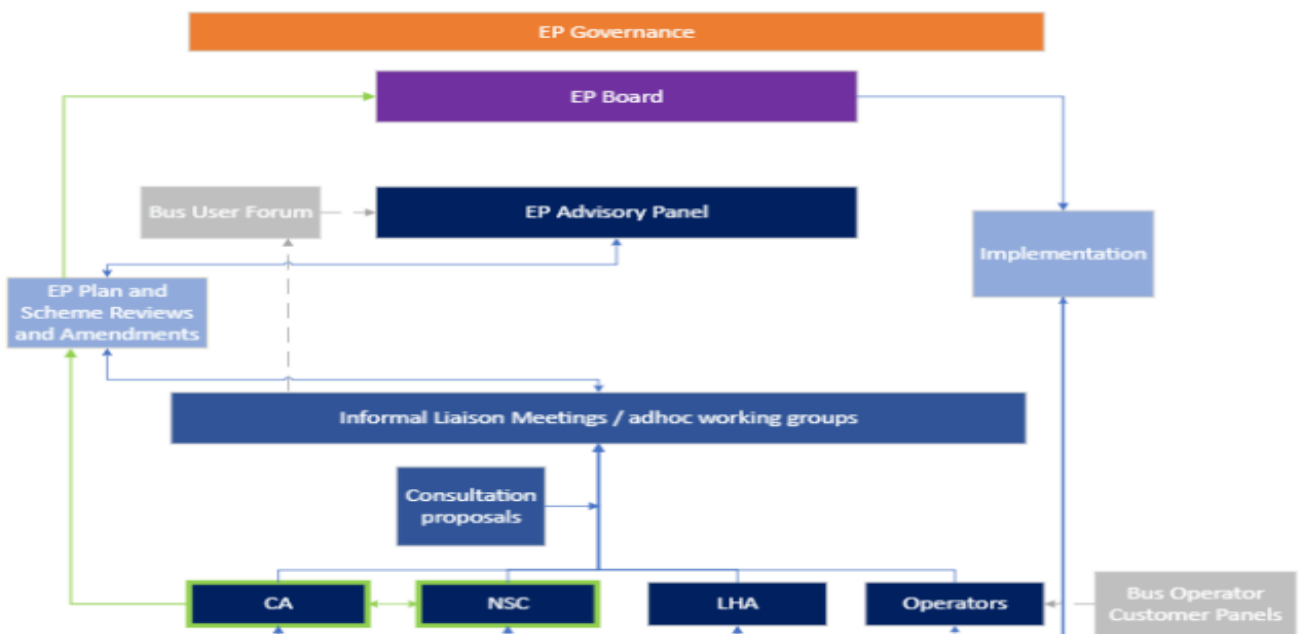
3.27. Review.

- The EP Plan will have no end date but will be reviewed jointly by the West of England Combined Authority and North Somerset Council every year in conjunction with the annual reviews of the BSIP.
- The EP Plan will be reviewed every year after it has been made, where possible, in conjunction with the annual review of the BSIP.
- The EP Scheme will be reviewed twice a year by the EP Advisory Panel - once after completion of the annual review of the BSIP and once after reporting of progress towards the BSIP targets.
- The outcome of reviews and any recommendations arising therefrom will be reported to the EP Board, where decisions can be taken to amend the scheme according to Bespoke Variation Arrangements. Reviews will consider how well the EP Plan and EP Scheme are working, progress towards targets and general factors affecting the local bus market.
- In addition to formal reviews, the EP Advisory Panel will give bus users and stakeholders an avenue to bring issues to the attention of the LTAs, LHAs and Bus Operators.

3.28. Directors in WECA and the Executive Member for Highways and Transport have delegated approvals in place to approve the final Enhanced Partnership Plan.

3.29. Once the EP Plan and Scheme are made, the Governance process laid out in the EPS comes into effect.

- Amendments to the EP Plan or Scheme will be considered by the EP Advisory Panel
- Decisions to amend the EP Scheme will be taken by the EP Board
- If the EP Board decides the EP Plan should be amended, the statutory process is triggered (Section 138O, Transport Act 2000).



3.30. This report seeks endorsement of the current iteration of the draft Enhanced Partnership Plan (EPP) and Enhanced Partnership Scheme (EPS) as consulted during December 22/January 23 and attached in appendix 3 and delegates to the

Executive Member for Highways and Transport in consultation the authority to approve the final Enhanced Partnership Plan and Scheme on behalf of North Somerset Council.

v. Governance and Memorandum of Understanding

- 3.31. This report seeks endorsement of the Memorandum of Understanding (MOU) for BSIP and public transport to be signed by Directors of the West of England Combined Authority (WECA) and NSC in February 2023. The MOU incorporates joint Governance arrangements for BSIP and Public Transport between the WECA and NSC to facilitate transparent and accountable reporting and decision making (attached in Appendix 6).
- 3.32. A previous BSIP Memorandum of Understanding was signed in December 2021, and we have now updated this following the receipt of grant award. This committed both authorities to cooperative working arrangements. Key updates include:
- BSIP grant award details
 - Indicative split of funding by population (22.5% North Somerset Council share)
- 3.33. Within North Somerset Council, a BSIP Project Board will steer and oversee the delivery of the programme in line with the Council's approved BSIP delivery team structure and delivery framework.

B. Procurement Processes

- 3.34. This section covers the Procurement processes underway to progress the project
- vi. delegation of the contract award for the Design and Build of 11 BSIP infrastructure schemes to enable us to meet DfT funding deadlines.
 - vii. bus shelters and stop standards progress update.
 - viii. DPS headroom

vi. Contract award for the Design and Build of 11 BSIP infrastructure schemes to enable us to meet DfT funding deadlines.

- 3.35. To enable the DfT's delivery timescales to be met we are seeking delegated authority for the approval of award of contract for the Design and Build Contract to the Director of Place, advised by the Section 151 Officer and Head of Strategic Procurement.
- 3.36. The Design and Build Contract Commissioning Plan was approved on 12 July 2022 and the Procurement Plan on 7 December 2022. This approved the route to market and set out the way in which the approved commission will be delivered. The design and build contract relates to 11 schemes to be delivered by a Design and Build Contractor under a single NEC4 Engineering Construction Contract to deliver the package of 11 design and build projects. The contract will deliver preliminary and detailed design stages and construction of each scheme. The design and build contract duration is for 22 months from June 2023 to April 2025 with the estimated total contract value for the design and build contract totalling c.£25 million.

Table 1: Timeline for Design and Build Contract

Activity	Date
Executive Member Approval of DfT Grant	November 2022
Supplier Engagement (D&B)	October & December 2022
Procure Design and Build Contractor	January 2023 to March 2023

Evaluation	March / April 2023
Internal Governance (falls in Pre-Election Period)	April 2023
Award of Design and Build Contract	May / June 2023
Contract Delivery	June 2023 to April 2025

- 3.37. Contract Standing Orders requires the value of the Design and Build Contract Award to be approved by the Executive. However, the internal governance and award stages (see above timeline) for this contract will coincide with the May 2023 council elections. No Executive meetings will take place in the Pre-Election Period (21 March to 4 May 2023).
- 3.38. This uncertainty around when the Contract Award will be approved therefore requires an alternative approach to reduce the risk of a delay impacting on both the BSIP programme and project funding. As such, this report requests the Contract Award decision is delegated to the Director of Place, advised by the Section 151 Officer and Head of Strategic Procurement. This approach is supported by the Chair of the Place Policy and Scrutiny Panel.
- 3.39. The Contract Award will be a Key Decision and will therefore be advertised on the council's Forward Plan and be subject to call-in periods, in line with the council's Contract Standing Orders.

vii. Bus shelters and stop standards and the procurement approach

- 3.40. WECA on behalf of the West of England highway and transport authorities have commissioned production of a draft bus stop and shelter design standards document. Following input from all authorities, this technical document will be approved by Directors across the West of England in March 2023.
- 3.41. NSC is completing a Procurement Plan for the development of a framework to which all Councils in the West of England will be named as a participating authorities on the framework. This approach will support cohesive branding over time and deliver a consistent and well designed network, which is one of the highest community priorities of the West of England Bus Strategy: 'a well-designed network that is simple, coherent, and efficient across the region'.
- 3.42. The Procurement Plan is being drafted for approval by the Executive Member (advised by Director and Head of Procurement) in late January/early February. The Contract Award decisions are to be approved by the Director, advised by Head of Procurement and Section 151 in accordance with Contract Standing Orders, in May.

viii. DPS Extension

- 3.43. The council uses a Dynamic Purchasing Agreement to secure passenger transport provision, this includes the supply of socially necessary bus services where the commercial market is unable to supply. The current DPS is due to expire in

September 2023. The increased revenue spend on supported services will need to be efficiently spent From April 2023 with a peak of spend in September 2023.

- 3.44. Under decision 1 We are seeking a decision to extend the DPS for a further 3 years, noting that any contracts tendered under the DPS require a sign off from the relevant budget holder and Director in accordance with the financial standing orders.

viii. ANPR - Commissioning and Procurement Plan, enforcement resourcing & investment

- 3.45. A bus lane ANPR camera Commissioning and Procurement Plan is under separate cover to this meeting. The delivery and enforcement of the ANPR bus lane system forms a part of our commitment in the Enhanced Partnership Plan and Scheme, which is a legally binding set of obligations to the Councils and operators that are signatories to it.

- 3.46. To secure the benefits of the investment being made in ANPR cameras to improve bus service operations – both service reliability and journey time savings – it is vital that we effectively enforce our new ANPR sites.

- 3.47. We propose to use BSIP funding to ensure teams are bolstered in all areas in a timely manner and to put relevant contracts in place in advance of ANPR locations coming into effect. Any recruitment will be subject to a separate Director decision.

C. Bus services improvement plans including traditional and Demand Responsive Transport services

Traditional Services

- 3.48. The BSIP sets out desired minimum service frequencies that should be provided to towns and villages in NSC according to population size. The network will be reviewed every 6 months, with key aims being to adjust the network to match or drive changing demand, and to restore suitable forms of service to meet these frequencies, either commercially in exchange for investment in bus priority measures, or as a supported service in the form of a fixed line bus route or DRT.
- 3.49. North Somerset has lost circa 25% of the network mileage as a result of the pandemic effects on consumer confidence and changed travel habits over the last couple of years. Patronage has only recovered to 80% of fare paying passengers, and 60% of concessionary fare users.
- 3.50. BSIP revenue funding enables the council to transform the network by implementing new or improved services with higher frequencies and longer hours of operation making buses the go-to choice for more of our travel requirements, this will be critical as the bus network and demand recovers.
- 3.51. The council will draw up a revised supported service network plan to be implemented over the next 12 months that align with the spending plans for our adopted BSIP (as outlined in Appendix 5). However, initial improvements to the network will be delivered by operators in exchange for pump priming funding to compensate extra resources

required to operate the services as the infrastructure is built over the next 2 years early improvements are likely to include;

- X1 increase to 15 minute frequency from every 20
- X4 increase to 20 minute frequency from every 30
- X5 to become a supported service, re-route via Yatton when improvement works completed
- X6 / X7 to return to pre-covid routing, increased off peak running up to 23:00 from 21:00
- X8 to return on an hourly basis
- X9 (no change)
- Service 3 to be supported until a redesign of the WSM network can be completed in 2023/24 as new infrastructure comes online.

These and other improvements will be considered in consultation with bus users and residents over the next 12 months.

Demand Responsive Transport (DRT) services contract award

- 3.52. The combined Authority has led a project to procure Demand Responsive Transport contracts across the West of England area. These have been targeted to areas that have failed to sustain bus services, these range from rural villages with low patronage, to conurbations where traditional buses cannot access due to physical restrictions.
- 3.53. Appendix 2 sets out the 3 DRT zones in NSC. DRT uses smaller vehicles to run more frequent services that route in response to bookings from customers (via call centre or mobile phone application). These services are designed to meet local needs and also to link residents into the bus network along key corridors reliably. DRT has been proven to deliver these outcomes in trials across the world, but schemes usually require a subsidy in the short to medium term to establish them.
- 3.54. The successful contractors and technology providers are well versed at promoting the products being long established multinational suppliers. A communications and marketing plan will be developed with over the next few weeks to educate and inform users on how to access the service and to promote its uptake. This will be joint project between the CA and NSC.
- 3.55. To ensure that customers can identify the service from other generic minibuses the DRT service will require a common brand, a key part of the BSIP is to introduce a common branding for the entire region, akin to that seen in London with 'red buses' and the TFL branding. At present the West of England area uses Travel West, however this is not a suitably distinctive brand. The branding project is now underway; however, it may not be developed enough to be deployed in time for the commencement of the DRT services in April. An interim measure will be to apply a basic logo to the vehicles when services start running.
- 3.56. This report seeks to approve the Demand Responsive Transport (DRT) Contract award for the zones as shown in Appendix 2, noting that these may be amended across the life of the contract as the introduction of DRT is a trial.

4. Consultations

4.1 There has been substantial public consultation and engagement in the development of the West of England Bus Strategy and BSIP, and subsequently the EP is currently completing its statutory consultation processes, prior to being legally made.

4.2 As shown in paragraph 3.19 the project team have undertaken engagement with stakeholders on the package of the first seven infrastructure schemes. The engagement report is published online. Further engagement will be undertaken on the other schemes listed in the BSIP and EP, and for which DfT funding has been secured, as appropriate and in accordance with Council processes.

4.3 In advance of bringing proposals to this committee, officers attended Scrutiny Panel (all Councillor invitation) to discuss the proposals contained in the bus services improvement and enhancement proposal, which we are seeking approval of today. A verbal report will be given to Executive given the late date of this consultation.

Financial Implications

1.1. The funding arrangements for the joint BSIP were confirmed in a letter from the DfT on the 24 November 2022, significantly later than anticipated. The total joint award of £105,488,498 – split into a specific capital award for North Somerset of £47,983,000, and a joint NSC/WECA revenue allocation of £57,505,498.

1.2. The DfT has provided a specific North Somerset capital investment fund over 3 years. The majority of this investment is to deliver the bus priority corridors to support the regional bus network as per the table below.

Capital costs	Total project costs
Bus Priority – A38	5,850,000
Bus Priority – Portishead to Bristol	4,760,000
Bus Priority – Clevedon	9,500,000
Bus Priority – WSM routes	4,100,000
Bus Priority – WSM to Bristol corridor	10,950,000
Other infrastructure and ticketing	12,823,000
Total costs	47,983,000

1.3. This will now form part of the Councils capital programme and will be monitored through the Councils capital governance process.

1.4. Indicative allocations of the BSIP revenue funding are to be based on population shares (ONS 2021 Census) of 22.5% for North Somerset and 77.5% for the West of England Combined Authority. The table below shows the indicative funding for North Somerset Council.

Annex 4 allocations	Indicative NSC project costs
Fares support	4,947,043
Ticketing reform	24,750

Bus service support	6,026,319
Marketing	1,282,500
EP delivery LTA costs	607,500
Other infrastructure	50,625
Total costs	12,938,737

1.5. Joint revenue funds will be pooled and held by WECA with most of the revenue spend being delivered by a joint central team. Annual spend, spend profiles and Annex 4 allocations may be adjusted by both partners as funding requirements are likely to change and vary depending on how the market responds to investment in different parts of the sub-region or through new fares or ticketing products, these amendments will be approved as per the governance arrangements outlined in this report. North Somerset's total BSIP funding allocation is shown in the table below.

Financial Year	NSC Capital Grant	Indicative NSC Revenue Grant	Total NSC BSIP Grant
2022/23	£6,660,000	£1,249,621	£7,909,621
2023/24	£20,513,000	£6,693,780	£27,206,780
2024/25	£20,810,000	£4,995,336	£25,805,336
Total	£47,983,000	£12,938,737	£60,921,737

1.6. Additional staff resources have been recruited at both WECA and NSC to service the EP and the significant amount of BSIP schemes. Provision has been made in the revenue costs above, these staff will complement the existing core teams in NSC and WECA. Further staff are still being recruited to deliver the capital projects with these costs being capitalised directly against the appropriate scheme costs.

1.7. The EP requires Local Transport Authorities (LTAs) to memorialize its revenue expenditure of £2,818,000 for supported buses, and the associated infrastructure, enforcement, Concessionary fares and publicity.

1.8. Now the indicative revenue funding allocations for North Somerset have been confirmed, the necessary approvals to increase the Councils revenue budget will be progressed as per recommendation 8 of this report.

4. Legal Powers and Implications

1.9. North Somerset Council are both the highway and Local transport authority and so have the legal powers to amend the highway and transport network, under the Council's powers as Local Highway Authority (Highways Act 1980).

1.10. Enhanced Partnerships are enshrined in the Transport Act 2000 (as amended by the Bus Services Act 2017). Government has published detailed guidance on the statutory process to develop an EP and on its expectations for Bus Service Improvement Plans. The guidance is being followed and reflects the draft Enhanced Partnership Plan attached.

Climate Change and Environmental Implications

- a. The adopted BSIP and proposed Enhanced Partnership plan and schemes will provide a system to formally improve the existing bus network. If the aims

are achieved then there will be a significant behaviour change in the district, specifically an increase in the proportion of trips by bus, replacing trips otherwise undertaken by the more polluting (and less space-efficient) single occupancy petrol/diesel cars. The EP and BSIP contain legally binding environmental standards starting with Euro VI minimum emissions standards across the entire region's bus fleet by the end of 2023, and a road map to introduce zero emissions buses starting as early as 2025, with full zero emissions by 2035. All specific infrastructure projects will undertake a more detailed environmental assessment.

5. Risk Management

b. The risks associated with implementation of the recommendations *and appropriate mitigations* are:

(i) Potential loss of discretionary funding from Government to support commercial bus operators and our bus service contractors during recovery from the pandemic.
• *Adopt EP and proposed Schemes to meet the ambitions of the national bus strategy.*

(ii) Insufficient revenue budget in longer-term to maintain enhanced bus network after the initial Transformation Funding ends in 2025.

- *Maintain regular dialogue with bus operators through the EP Governance mechanisms. Use our regional joint evaluation tool to help prioritise bus revenue support if necessary.*
- *Robustly monitor new or improved services to ensure corrective action is taken.*
- *Promote the network to build patronage and reduce the need for public subsidy*
 - *The EP contain mechanisms to formally postpone, vary or cancel elements of the Partnership.*

(iii) Insufficient revenue budget to maintain enhanced bus network if demand recovers more slowly than anticipated.

- *Maintain regular dialogue with bus operators through the EP. Use our evaluation tool to help prioritise bus revenue support if necessary.*
- *Invoke Adjustment mechanisms to re-align resources.*
- *Consider alternative funding sources and re-investment of any revenues generated such as enforcement.*

(iiii) Ability to recruit and retain staff.

- *The council will seek to recruit staff to support the delivery of the BSIP programme by aligning the grades with the equivalent of those in the WECA. Where inability to recruit persists we will seek external resources and amend our delivery models.*

(iiiii) Disruption to the network during construction.

- *The capital works will be co-ordinated to ensure that the disruption to the network is minimised. This will include using a communications team to inform all the relevant parties of the schedule of works.*

6. Equality Implications

c. An Equality Impact Assessment has been undertaken.

d. One of the key drivers of the national bus strategy 'Bus Back Better' is to improve accessibility for all. This includes the need to improve the access to

bus information for residents with sight or hearing impairments, physical accessibility improvements in getting to bus stops, the waiting and boarding facilities at stops and interchanges and also the vehicles themselves, such as consistent local branding of stops and services, up to date accessible timetable and route information at bus stops, same evening and weekend frequencies as day time, simplified ticketing and easy payment options, and more marketing campaigns to promote existing and new routes. Furthermore, one of the actions for national government as part of the strategy is to review eligibility for free bus travel for disabled people to ensure that the strategy helps to improve the equality of opportunity and help disabled people participate fully in public life.

e. The Bus Service Improvement Plan (BSIP), includes several key objectives, including but not limited to:

- high quality bus service.
- high quality waiting environment.
- high vehicle standards.
- Low fares, simple ticketing and easy means of payment

f. More specific attributes are contained under each objective, including:

- Bus stops, bus stations and interchanges to be accessible, safe, and inclusive by design with good facilities.
- Good pedestrian/wheeling accessibility to adjacent residential areas and passenger destinations.
 - Full accessibility with ample areas for pushchairs and luggage in addition to the wheelchair space and audio/ visual next bus stop announcements
 - Setting a basic minimum standard of accessibility to network from rural areas.
 - Easy access to information via Travelwest website and app, including times, accessibility information, fares, and live running.

These are just some of the objectives and attributes set to be included within our BSIP and reflected in future EP schemes, that show the level of commitment to improving equality and accessibility to a vastly improved bus network, all through the direction of the national bus strategy.

7. Corporate Implications

- g. The adoption of the proposed BSIP Funding and EP provides a flexible mechanism to deliver the ambitions of the adopted BSIP. This also means the council is jointly responsible for the delivery of the services, meaning there will be 'no return' to a situation where services are planned on a purely commercial basis with little or no engagement with, or support from, LTAs.
- h. More focused to NSC Corporate policies, the national bus strategy (via our more specific BSIP for North Somerset and the West of England) set out a new long-term vision and action plan to achieve a cohesive network of attractive, high quality bus services to kickstart a new era for bus travel as an option for all. The adoption of the Enhanced Partnership provides the flexible

mechanism to deliver the ambitions of the BSIP aligned with our Corporate Plan priorities of being:

- Open (with the open sharing of bus data helping to improve bus services further including accessibility and journey planning);
- Fair (by significantly improving equality and accessibility to and on the bus network).
- Green (with the more people using the bus instead of private car, this has a huge potential to save significant carbon and other greenhouse gas emissions).

i. More specifically, the NSC Corporate Plan 2020-24 sets out to achieve 'A transport network that promotes active, accessible and low carbon travel' and by 2023, to see 'More people using the bus network, and improvements in reliability and passenger satisfaction'. Through delivering showcase bus corridors, as well as other measures that are detailed in the BSIP and proposed EP schemes, the Corporate Plan aims to see:

- An increase in bus patronage
- An increased range of effective and frequent services.
- The delivery of at least Three new showcase corridors by 2025, and.
- Measures to enable the unhampered movement of buses.

j. Adopting the proposed Enhanced Partnership provides the necessary legal mechanism to delivering a joint Bus Service Improvement Plan (BSIP) with WECA and bus operators and preparing a joint Enhanced Partnership (EP) would be consistent with and add further weight to our Corporate Plan aims for bus service improvements shown above.

8. Options Considered

k. The alternative of a franchise has been discussed and discounted as a viable short term delivery model as part of the BSIP submission, this would also require specific approval from the Secretary of State. The collaborative approach taken with the Enhanced Partnership has resulted in genuine innovation and improvements outweighing the need to consider this approach at this time.

Authors:

Bella Fortune – Head of Transport & BSIP

Carl Nicholson – Head of Passenger Transport

James Padgham – Infrastructure Delivery Manager, BSIP

Appendices:

- **Appendix 1: West of England Bus Service Improvement Plan**
<https://www.westofengland-ca.gov.uk/what-we-do/transport/bus-service-improvement-plan/>

- **Appendix 2 – Enhanced Partnership Plan and Scheme**



DRAFT West of
England EP Plan and S

- **Appendix 3: Public Transport Memorandum of Understanding - February 2023**

The Parties

1. North Somerset Council Town Hall, Walliscote Grove Road, Weston-super-Mare, BS23 1UJ
2. The West of England Combined Authority, 70 Redcliff Street, Bristol BS1 6AL.
As the respective Local Transport Authorities responsible for public transport in their areas.

Purpose

3. The purpose of the MOU is to promote effective partnership working and improve co-ordination and co-operation between the West of England Combined Authority and North Somerset Council in relation to public transport. It is also in place to ensure a proportionate, consistent and equitable allocation of resources between the two partners in implementing the overall Bus Service Improvement Plan and securing its objectives.
4. The two partners have prepared a joint Bus Service Improvement Plan (BSIP) and now agree to enter into a single statutory Enhanced Partnership (EP) with bus operators covering the whole of the West of England Combined Authority and North Somerset areas.
5. As these plans are developed, and funding arrangements from Government are made clear, the principles set out in this MOU may need to be incorporated into Inter-Authority Agreements which will set out the detailed operational arrangements for joint working. These will build upon similar agreements that are already in place that cover the operation and delivery of Concessionary Travel, the Real-Time Information and for metrobus iPoints across the two partner authorities. These related agreements are listed in Appendix 1.
6. This Memorandum of Understanding builds upon and develops the long history of joint working on public transport in the West of England.

The parties agree:

Strategy

7. The West of England Combined Authority and North Somerset Council have previously agreed and adopted a Joint Local Transport Plan 4 and a Joint Bus Strategy. Both partners will continue to commit to these arrangements and look to prepare and adopt a joint Bus Information Strategy in due course.
8. The Joint BSIP and EP will deliver the aims and objectives of the joint Bus Strategy and JLTP4, utilising the infrastructure plans set out in the Combined

Authority's and North Somerset Council's Transport Capital Programmes to deliver a joined-up investment programme to improve bus services.

Partnership Working

9. In line with BSIP and EP guidance it is proposed to establish an Enhanced Partnership Board and Enhanced Partnership Advisory Panel, along with a Bus User Forum.
10. The Enhanced Partnership Advisory Panel will review EP scheme delivery and operations, undertake the 6 monthly review of BSIP progress against targets, propose amendments to the EP Scheme and EP Plan and consider views of the Bus User Forum.
11. The Enhanced Partnership Advisory Panel will form the partnership with operators to assist the implementation and operation of both the BSIP and EP. The partners will aim to appoint an independent chair. However, this does not preclude a representative of either the Combined Authority or North Somerset Council chairing these meetings if both parties agree.

Reporting

12. The annual update or refresh of the Joint BSIP between the Combined Authority and North Somerset Council will be approved by each authority separately. Progress on delivery of the BSIP will be reported periodically by Directors to Members with transport portfolios. BSIP targets will be reported to Government on an approximate six-monthly basis.
13. The joint Enhanced Partnership will also be approved by the Combined Authority and North Somerset Council. In line with Government Guidance, it is likely to need to be reviewed following the update of the BSIP or as required.

Funding

14. Overall, the aim of both the Combined Authority and North Somerset Council is to ensure proportionate, consistent and equitable allocation of resources whilst implementing the regional BSIP programme, considering the following:
 - o Investment priorities
 - o Delivery of BSIP service standards
 - o Quality of existing infrastructure
 - o Performance indicators (esp. those that the BSIP guidance says we need to monitor)
 - o Population
 - o Demographics
 - o Availability of other resources
15. The proposed programme of bus-based capital investment in the Combined Authority area is set out in the BSIP and was reflected in part through the (earlier) CRSTS submission by the Combined Authority. Capital investment proposals for bus infrastructure in the North Somerset area are set out in the BSIP submission itself. The use of any funding or investment secured through the joint BSIP process will be based as far as possible on delivering a consistent approach to public transport across the Combined Authority and North Somerset areas.
16. Capital grant funding from Government to the joint BSIP is allocated to cover the North Somerset area and will be passported from the Combined Authority on receipt. Revenue funding will be managed by the Combined Authority as a joint resource. Joint WECA NSC finance meetings will be held at least monthly to

administer and govern the spend of shared funds. Annual spend, spend profiles and Annex 4 allocations will need to be agreed or adjusted by both parties as funding requirements are likely to change and vary depending on how the market responds to investment in different parts of the sub-region or through new fares or ticketing products.

17. Indicative allocations of the BSIP revenue funding are to be based on population shares (ONS 2021 Census) of 22.5% for North Somerset Council and 77.5% for the West of England Combined Authority. The BSIP grant amount awarded totals £105,488,498 (of which £47,983,000 is capital and solely for North Somerset Council, and £57,505,498 is revenue for both authorities) for the period 2022/23 to 2024/25. Although both parties acknowledge that revenue spend may not easily be attributable geographically between the two LTAs, the overall indicative share of revenue funding for each authority is shown in the table below:

Financial Year	Joint BSIP Revenue Grant	Indicative North Somerset Council share	Indicative West of England Combined Authority share
2022/23	£5,553,871	£1,249,620.98	£4,304,250.03
2023/24	£29,750,134	£6,693,780.15	£23,056,353.85
2024/25	£22,201,493	£4,995,335.93	£17,206,157.08
Total	£57,505,498	£12,938,737.05	£44,566,760.95

18. The summary profile for each funding year is set out in the following table extracted from the grant award confirmation letters and table:

Financial Year	Revenue Funding	Capital Funding	Total Funding
2022/23	£ 5,553,871	£ 6,660,000	£ 12,213,871
2023/24	£ 29,750,134	£ 20,513,000	£ 50,263,134
2024/25	£ 22,201,493	£ 20,810,000	£ 43,011,493
Total	£ 57,505,498	£ 47,983,000	£ 105,488,498

Information and Data Collection

19. Information requests between the parties will be provided as quickly as is reasonable depending on the complexity of the request and information available. Requests are to be as detailed as possible.
20. Where appropriate, data collection will be co-ordinated between the parties to maximise the use of data and enable cost-sharing. Each party will ensure it has the appropriate non-disclosure agreements in place with operators to ensure that commercial confidence is respected.
21. A Monitoring and Evaluation Plan will be developed in line with guidance published by the Department for Transport to ensure there is a clear link between the BSIP objectives and broader transport outcomes in the longer term.

Branding, Ticketing, Information and Marketing

22. A key requirement of the BSIP, especially as it is being produced jointly between two adjacent Local Transport Authorities, is to present the local bus network as a single system that works together for the region. The Combined Authority and North Somerset Council will therefore agree the common branding to be used, with its implementation incorporated into the BSIP programme and reflected as commitments in the EP. Similarly, any information about or marketing of public transport, by either partner or jointly, will ensure that it is presented in a co-ordinated manner and supports the objective of presenting the local bus network as a single system. Ticketing products will also recognise the cross-boundary nature of many bus services and be developed with operators in a consistent and joined-up way and follow any requirements in the branding guidelines.
23. Any changes or updates to the brand or the branding guidelines will be jointly agreed. The costs of changing or updating the brand on any infrastructure within each partners' area will be borne by the relevant partner. Updates to printed and other materials will be agreed on a case by case basis. Both parties recognise that updating brands can be expensive and will endeavour to ensure it is done in a cost-effective way, including potential transition periods where stocks of printed material can be run down.

Joint Operational Arrangements

24. The two parties already have joint arrangements in place for Concessionary Travel, Real Time Information and cross-boundary supported services where these are jointly prioritised.
25. The two parties will continue to work together, as set out in the relevant Inter-Authority Agreements, to deliver these functions in the most efficient and effective way possible.
26. With the development of a joint BSIP and EP, the two parties recognise that closer working of their public transport operational functions will be beneficial to ensure that the bus network in the West of England is presented as a single system and to deliver value for money. This will include, but is not limited to, bus network planning, bus service contract procurement and management, passenger information provision, ticketing and shelter procurement and maintenance.
27. Alongside the development and delivery of both the BSIP and EP, the two parties commit to developing further proposals for closer working.

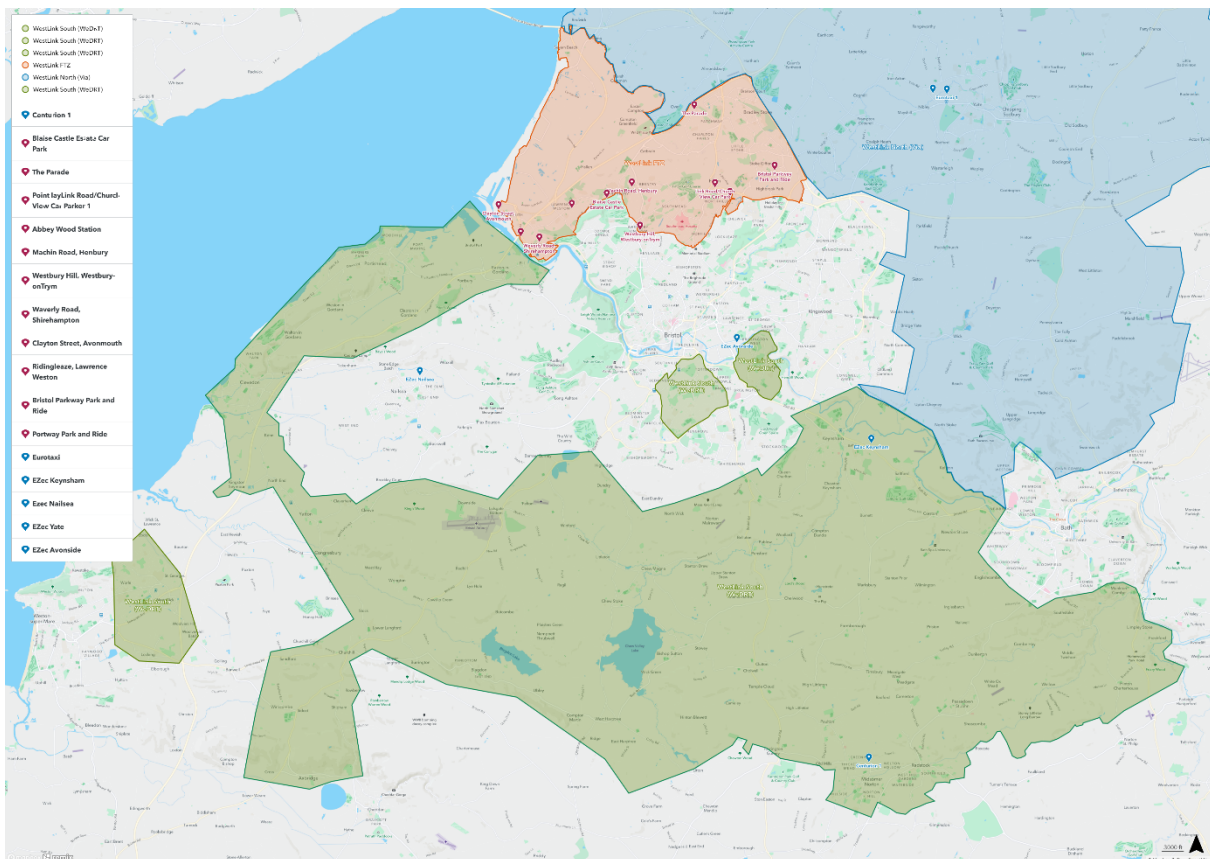
Communications

28. Any public communication with the media, MPs or other key stakeholders regarding public transport in the West of England, and particularly the BSIP or EP, will usually be agreed by both partners before being released and will be branded or written in such a way that it clearly represents both the Combined Authority and North Somerset Council. It is recognised that in exceptional circumstances an immediate response may be required from either party and that it is not always possible to check with the other party any communication first. Should this occur, then the party who has independently released the communication will inform the other within one working day and provide details or copies of any communication released. If the issue is likely to be ongoing then a protocol for how communications will be dealt with subsequently will be agreed to ensure that the views of both parties are represented as soon as possible.

APPENDIX 2 - EP Plan and EP Scheme timeline

	Autumn 2022	Nov 2022	Dec 2022	Jan 2023	Jan 2023	Feb 2023
Activity	EP development	Formal engagement with all parties	Operator objection period	Stakeholder consultation. Inter Authority Agreements developed	Formal notice of EP Plan and Scheme	EP Plan and Scheme submitted. Move to BAU

- **Appendix 4 - Bus Service Improvement Plan. Package 1 Engagement Report - <https://www.n-somerset.gov.uk/my-services/parking-travel-roads/transport-travel/bus-travel/bus-service-improvement-plan>**
- **Appendix 5 - Demand Responsive Transport Zones**



Background Papers:

- Executive Report of 22nd June 2022
- Executive Report of 23rd June 2021
- Executive Report EXE 54 20th October 2021
- The West of England Bus Service Improvement Plan
- The national bus strategy: Bus Back Better (March 2021)

- National Bus Strategy: Bus Service Improvement Plans (May 2021)
- Guidance to all local authorities and bus operators (Department for Transport, May 2021)
- The West of England Bus Strategy (June 2020)
- The West of England Joint Local Transport Plan (JLTP4) (March 2020)
- Bus Services Act 2017 – New powers and opportunities
- Guidance on Enhanced Partnerships
- Guidance on Franchising Schemes
- DFT Annex 4 Draft Submission 03/05/2022
- DFT Annex 4 Draft Submission 10/2022
- BSIP Award Letter
- BSIP Funding Summary (DFT annex 4)

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North Somerset Council

Report to the Executive

Date of Meeting: 8 February 2022

Subject of Report: Commissioning and Procurement Plan for Bus Service Improvement Plan (BSIP) Bus Priority Schemes – Supply, Installation and Maintenance of ANPR Cameras

Town or Parish: All

Officer/Member Presenting: Councillor Steve Hogg, The Executive Member responsible for Highways and Transport

Key Decision: Yes

Reason: Contract value exceeds £500,000.

Recommendations

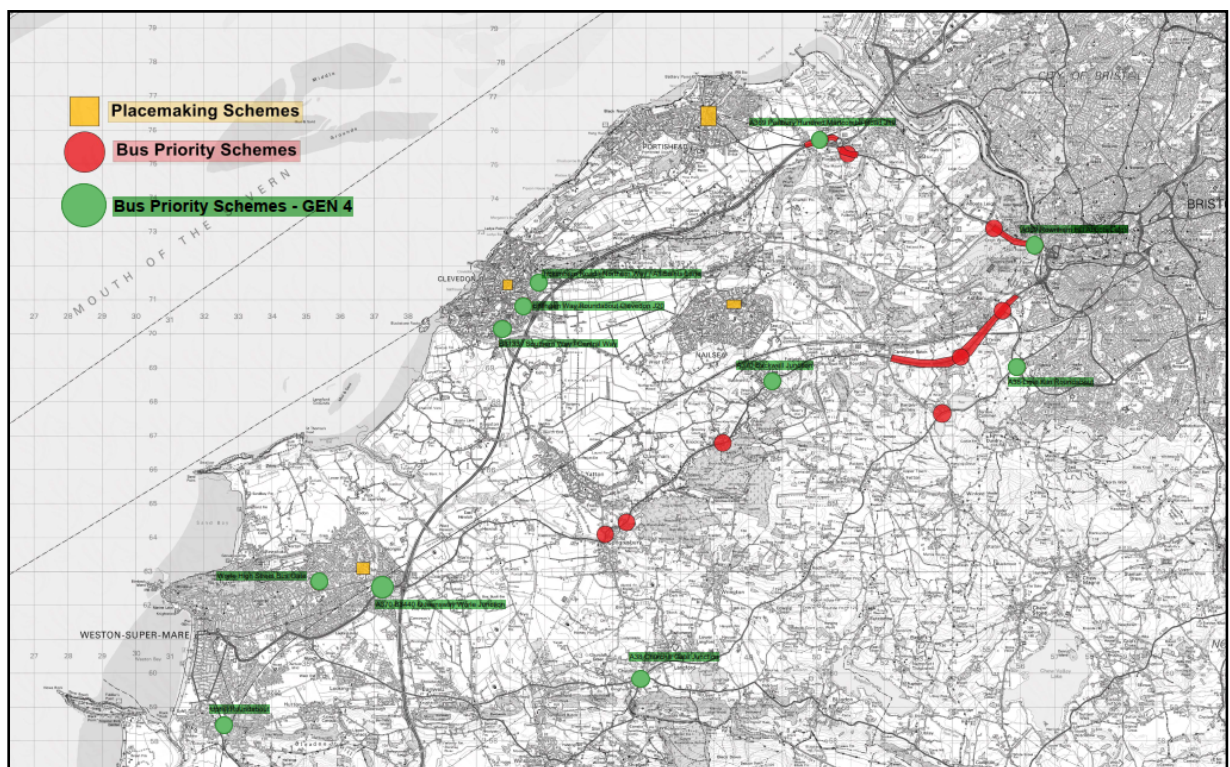
It is recommended that this commissioning and procurement plan be approved.

1. Summary of Report

- 1.1 In May 2022 the Department for Transport (DfT) awarded North Somerset Council an indicative £47.8 million in capital funding, to spend entirely on bus priority schemes within North Somerset over the next 3 years. This award will enable the council to rapidly transform the efficiency and effectiveness of bus services across the North Somerset area.
- 1.2 The indicative funding was subject to a final DfT outline review of the proposed schemes which concluded in June 2022 and resulted in the confirmation of funding in November 2022.
- 1.3 The BSIP capital schemes are focused on providing bus priority schemes on three key corridors in North Somerset, consisting of the A38, A369 and A370, as well as Weston-super-Mare and Clevedon towns. There are 18 bus priority schemes in total at the following locations:
 - A38 Barrow Gurney Traffic Signals
 - A38 Churchill Signals
 - A38 Lime Kiln Roundabout
 - A370 Brockley Combe
 - A370 Backwell Signals
 - A370 Long Ashton Bypass / Gurney Roundabout

- A370 Smallway Congresbury Traffic Signals
- A370 Wood Hill Wrington Road
- A369 Martcombe Road / Junction 19
- A369 Beggar Bush Lane
- A369 Portbury Hundred
- A369 Rownham Hill
- Queenways Worle / A370 B3440
- Worle High Street Bus Gate
- Uphill Roundabout
- B3133 / Southern Way / Central Way Roundabout
- Ettlingen Way Roundabout / M5 Junction 20
- Tickenham Road / Northern Way / All Saints Lane

The location of the bus priority schemes are shown in the map below:



1.4 The delivery of these schemes is split into two approaches:

- The construction of 7 schemes to be delivered by Milestone Infrastructure Ltd, the council's Highways Term Maintenance and Schemes Contractor, alongside other NSC contractors, including streetlighting supplier Centregreat Ltd and traffic control supplier, Yunex Traffic.
- The design and build of the remaining 11 schemes to be delivered by a Design and Build Contractor, to be procured in early 2023.

1.5 As per the National Bus Strategy the BSIP funding requires the council to fully enforce any road space reallocation schemes. All 18 bus priority schemes will therefore require enforcement and the proposal is to implement industry standard Automatic Number

Plate Recognition (ANPR) enforcement technology on all new bus lanes and critical bus infrastructure delivered by the BSIP programme. The procurement of ANPR cameras and the associated software and maintenance packages falls outside of the scope of the above construction contracts.

1.6 Enforcement of bus lane infrastructure, through the operation of ANPR camera equipment, is anticipated to have the following benefits:

- More free-flowing public transport due to fewer illegally parked vehicles or queuing vehicles
- Reduced journey times for public transport
- Encourage modal shift to more sustainable travel modes, including buses
- Safer highways where infringements of bus lanes at junctions can potentially cause incidents
- Improved highway management
- Consistency of approach with our neighbouring authorities

1.7 It is estimated that approximately 44 ANPR cameras will be required to enforce the BSIP bus priority schemes once delivered.

2. Policy

2.1 The provision of key enabling infrastructure and improvements to the transport network widely supports the Corporate Plan objectives and priorities, most specifically within the priority of a Thriving and Sustainable Place.

2.2 The BSIP programme also supports the following Core Strategies:

- To be a carbon neutral council and area by 2030
- A transport network which promotes active, accessible, and low carbon travel

2.3 The BSIP plan and funding will enable the council to expand its public transport network with efficient, cost-effective mass transit options benefiting all areas of North Somerset and its residents, by providing sustainable alternatives to the use of private vehicles to access education, health, employment, and socially necessary trips.

2.4 The Department of Transport has authorised the enforcement of bus lanes in North Somerset and designated the council as an “approved local authority” under the Transport Act 2000 for these purposes.

3. Details

3.1 As outlined above, approximately 44 ANPR cameras will be required to enforce bus lanes and other bus priority infrastructure for the 18 schemes to be delivered through the BSIP Programme.

- 3.3 The contract for Traffic Control and Intelligent Transport Related Services was awarded to Yunex Traffic in March 2022. This is a joint contract covering Bristol City Council, Bath and North East Somerset Council and North Somerset Council. The contract commenced on 1 July 2022 for an initial duration of 5 years with the option of two possible extension periods of 2 years each. The potential overall contract period is 9 years.
- 3.4 The Traffic Control contract includes the supply and installation of ANPR cameras and associated maintenance. As such it is possible to utilise this contract to purchase the ANPR cameras required for the BSIP programme and arrange for them to be installed and maintained by the Traffic Control supplier.
- 3.5 In 2021, Siemens Mobility (now Yunex Traffic) were awarded a contract to supply, install and maintain 6 ANPR cameras in Weston-super-Mare. This contract allowed for additional cameras (with maintenance) to be procured at a later date. However, the maximum contract value for this contract is £500,000 with some £220,000 already allocated, so there is not enough flexibility in this contract to deliver the number of ANPR cameras required for the BSIP Programme.
- 3.6 The solution will also need to feed into the existing back-office system (Chipside) and so the supplier's equipment and systems must be compatible. Awarding the contract for additional ANPR cameras through the Traffic Control contract would reduce the risk of incompatibility with the current systems set up earlier in 2022 and avoid extra ICT costs.
- 3.7 In addition to the supply and installation of the ANPR cameras, a minimum of 5 years' maintenance is required and the scope will include this. ANPR cameras will be installed as the BSIP bus priority schemes are completed, up to the end of March 2025.. The contract term will therefore be up to 6 years 10 months to cover the supply, installation and 5 years' maintenance of each camera once installed.
- 3.8 The contract value is estimated to be £1.33 million.
- 3.9 An indicative timetable for this procurement is provided below:

Activity	Date
Commissioning and Procurement Plan – Executive	8 February 2023
Finalise Specification	Early February 2023
Supplier Quote	Mid February to Mid March 2023
Evaluation / Validation of Quote	Late March 2023
Contract Award Approval – Director	April 2023
Award Contract	May 2023
Installation	May 2023 to March 2025
Maintenance Period	May 2023 to March 2030

3.10 This Commissioning and Procurement Plan will be subject to approval by the Executive on 8 February 2023. Following supplier quotation and evaluation/ validation, a Contract Award Decision will require approval from the Director of Place, advised by the Section 151 Officer and Head of Strategic Procurement.

4. Consultation

4.1 The wider BSIP Commissioning Plan was approved by the Executive on 22 June 2022 and by Full Council on 12 July 2022. This prepares for the wider consultation with the public on scheme designs in due course.

4.2 The BSIP project team have engaged with the current Traffic Signals supplier, Yunex Traffic, to determine whether they have the capacity to deliver the additional ANPR cameras, software and maintenance.

5. Financial Implications

Costs

5.1 The indicative value of this contract is £1,330,000, based on the installation of 44 cameras by the end of March 2025. These costs will be a mix of both capital and revenue. It is estimated that £696,400 will be capital for the purchase and installation of the cameras and £633,600 (£158,400 per annum) will be revenue for the annual maintenance.

5.2 Once the cameras have been installed there will be further revenue costs associated with the enforcement of the ANPR cameras, these will include the following:

- Additional staffing within the Parking Enforcement team
- Court fees – £9 per Penalty Charge Notice (PCN)
- Tribunal costs – 30p per PCN
- Postage costs – 95p per PCN issued and appeals
- Additional administration costs
- Signage maintenance

5.3 These costs will be based on the number of PCNs issued rather than the number of cameras and will therefore be authorised as part of a separate decision once the cameras have been installed and are ready to switch on and start enforcing.

Funding

5.3 On 12 July 2022, Full Council approved an increase to the Capital Programme of £47,983,473 in recognition of the outline DfT funding award. Funding was confirmed in November 2022. The capital costs for the supply and installation of approx. 44 ANPR cameras will be funded by the BSIP capital grant funding when this is received.

- 5.4 The ongoing revenue costs for the maintenance of the cameras and any additional operational costs as listed above will be funded by PCN income.
- 5.5 Once the cameras are installed but before they become operational a separate decision will be required to approve a revenue budget for the expected level of PCN income and a corresponding expenditure budget for the maintenance and operational cost of the service.
- 5.6 The council currently has four ANPR cameras in use, the maintenance and operational costs associated with these are fully covered by the PCN income generated, it is therefore assumed that the new ANPR cameras will generate enough income to cover the ongoing costs.

6. Legal Powers and Implications

- 6.1 The procurement process for the Traffic Control and Intelligent Transport Related Services was run by Bristol City Council in compliance with the Public Contract Regulations 2015 on behalf of Bristol City Council, Bath and North East Somerset Council and North Somerset Council. The provision of ANPR cameras and associated maintenance is within the scope of the Traffic Signals contract and as such is a compliant route to market for this requirement. The contract allows for variations and the Change Control and Variation Schedule will be followed.
- 6.2 The total contract value of the Traffic Signals contract is £18million for all three authorities. The estimated annual spend for all three authorities at the time of award was £1.5million, totalling £13.5million over a maximum period of 9 years. Given the contract was only awarded last year, there is sufficient headroom in this contract to meet our requirements for 44 ANPR cameras. The contract allows for additional ANPR cameras to be installed and maintained under it and allows for an increasing or decreasing number of assets to be maintained through the life of the contract.
- 6.3 NSC's requirements have been discussed with the lead authority for this contract, Bristol City Council. The other authorities in the joint agreement support our purchase of the ANPR through the Traffic Signals contract.
- 6.3 The Department of Transport has authorised the enforcement of bus lanes in North Somerset and designated the council as an "approved local authority" under the Transport Act 2000 for these purposes.

7. Climate Change and Environmental Implications

- 7.1 The wider BSIP programme, including the bus priority schemes identified above, will contribute to the reliability and attractiveness of the public transport network, with the aim of reducing car journeys within North Somerset and beyond. The BSIP has ambitious targets to:
- Reduce bus journey times by 2% by 2025 and by 10% by 2030;

- Achieve 95% of services running on time, defined as being no more than 1 minute early or 5 minutes late, by 2030;
- Return to pre-pandemic patronage levels by 2025 and grow patronage by at least 24% from that level by 2030;
- Increase passenger satisfaction to 89% for 2025 and 95% for 2030;
- Aim for all buses to be zero emission by 2030.

7.2 Enforcement of bus lanes / bus priority measures will support and improve bus journey times and reliability to encourage more sustainable travel choices, helping to address the climate emergency and improve air quality by reducing the number of car journeys.

7.3 The existing Traffic Control and Intelligent Transport Related Services contract was awarded in March 2022 and contains up to date environmental requirements including an Environmental General Requirements and Sustainability Plan Information Annex, covering requirements on waste management, energy management, climate emergency strategy/action plans and sustainability planning.

8. Risk Management

Risk	Mitigation
Insufficient time for procurement	Use of the existing Traffic Control and Intelligent Transport Related Services contract to procure the ANPR cameras would reduce the time needed for procurement, compared to a Further Competition or Open Tender.
Incompatibility with current back-office systems	Awarding via the Traffic Control Intelligent Transport Related Services contract would reduce the risk of incompatibility of the systems installed by Siemens Mobility (now Yunex) in 2022.
Costs are higher than anticipated	Awarding via the Traffic Control Intelligent Transport Related Services contract would provide cost certainty for the project. There is some flexibility as 44 ANPR cameras is the maximum number required so the total number may be lower once the BSIP bus priority schemes have been fully designed.
Staff resources required to manage the bus lane enforcement	Recruit more staff to the Parking Services and the Highways Electrical and Intelligent Transport Systems teams to monitor the ANPR camera footage, respond to appeals and maintain the network. This will need to be subject to a separate Director's Decision on recruitment in due course.

9. Equality Implications

Have you undertaken an Equality Impact Assessment? Yes

An initial Equality Impact Assessment for the BSIP Programme has been completed. A full Equality Impact Assessment will be completed in due course.

10. Corporate Implications

10.1 The provision of key enabling infrastructure and improvements to the transport network widely supports the Corporate Plan objectives and priorities, most specifically within the priority of a Thriving and Sustainable Place.

10.2 The increased number of ANPR cameras on the network will require additional resource within the Parking Services team, including Review and Appeal Officers to monitor and enforce the bus lanes, and Highways Electrical and Intelligent Transport Systems team. Any recruitment will be subject to a separate Director Decision.

11. Options Considered

11.1 The following options were considered prior to agreeing a route to market:

- **The option to enforce bus lanes and bus priority measures** – If the bus lanes and bus priority schemes installed through the BSIP project are not enforced there would be no requirement for ANPR equipment. However, as per the National Bus Strategy we have been given funding on the basis that we fully enforce any road space reallocation schemes. Not enforcing would also reduce the benefit of the bus priority measures, as other vehicles would not be adequately deterred from driving in bus lanes or using other bus priority features, such as bus gates.
- **The number of ANPR cameras required** – As the BSIP bus priority schemes are currently at concept design stage, each scheme has been reviewed to identify the maximum number of cameras that would be required to enforce each scheme. Up to 44 ANPR cameras were identified. This ensures that should the scheme designs change through preliminary and detailed design, sufficient ANPR cameras can be procured. The number of cameras can be reduced at a later stage if this is required.

11.2 The following procurement options were considered:

- a) **Open Procedure** – This option was discounted due to the time needed to undertake the procurement process, which would be detrimental to the overall BSIP Programme, when there are other more efficient procurement options available.
- b) **Existing ANPR Contract with Siemens Mobility Ltd (now Yunex Traffic)**, awarded via the Crown Commercial Service's (CCS) Traffic Management

Technology Framework (TMTF) RM1089 – While this contract allowed for additional ANPR cameras to be procured, there is insufficient headroom in the contract to award the number of additional ANPR cameras required for the 18 BSIP bus priority schemes.

- c) **Further Competition via CCS Framework** – The CCS framework previously used for ANPR requirements (see above) has now expired. It has been replaced with the RM6099 Transport Technology & Associated Services Framework. There are 39 suppliers on the relevant lot (Lot 2 Transport and Pedestrian Control). A Further Competition would be required, which is a quicker process than a full open tender. However, there is the potential for incompatibility issues.
- d) **Existing Traffic Control and Intelligent Transport Related Services Contract** – This contract covers the supply, installation and maintenance of ANPR cameras and could be used to deliver the requirements of the BSIP bus priority schemes. It has the added benefit that there would be a reduced risk of incompatibility issues with the current software and data feed. This would also be a quicker procurement process than a Further Competition or Open Tender. As the contract was awarded this year following a competitive procurement, it would provide value for money.
- e) **No Procurement** – This was not an option as the enforcement of bus priority measures is a component of the BSIP bid to the DfT and is an important part of ensuring buses have priority over other road users at identified locations.

Option d) is therefore the recommended option.

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Appendices:

None

Background Papers:

- [Commissioning Plan for BSIP Project](#)
- [Procurement Plan for the Design and Build of BSIP Bus Priority Schemes](#)
- [West of England Bus Service Improvement Plan](#)

- Department for Transport Letter (Transport Act 2000)
- [Contract Award for Traffic Control and Intelligent Transport Related Services](#)

North Somerset Council

Report to the Executive

Date of Meeting: 8th February 2023

Subject of Report: Commissioning and Procurement Plan for Capital Works at Hutton Moor Leisure Centre

Town or Parish: Weston-super-Mare

Officer/Member Presenting: Cllr Ash Cartman – Executive Member for Corporate Services

Key Decision: Yes

Reason: The value is in excess of £500k

Recommendations

That the Executive approves the following combined Commissioning and Procurement Plan.

1. Summary of Report

- 1.1 This report sets out the recommended commissioning and procurement strategy for selecting a contractor to deliver the required works to Hutton Moor leisure centre to facilitate continued operation of the facility. The outline scope of works are scheduled in (3) however this predominantly comprises replacement of defective roof covering, replacement of defective air handling units, replacement of water storage tanks and associated plant and replacement of a defective passenger lift.

2. Policy

- 2.1 The intended improvement of the Council's retained estate will support the Council's corporate plan objectives to improve Prosperity and Opportunity, Health and Well-being and Quality Place.

3. Details

- 3.1.1 Following the commissioning and reporting of condition surveys for all of the Council's leisure centres, we are now able to determine the condition of our assets and also be able to produce a 10 year programme of repair/replacement of elements of the building such as fabric and plant.
- 3.1.2 Hutton Moor Leisure Centre is the Council's largest leisure site, which provides for over 90,000 people in the Weston area and has over 400,000 uses per year.

3.1.3 All the condition surveys have been reviewed and the following items have been identified at Hutton Moor as at 'end of life' and in need of replacement within a year.

- Sports hall roof
- Air handling units for the swimming pool
- Roof coverings for the fitness/plant room and changing areas
- Water storage installation tanks and associated pipework are at end of life and are located within the plant room.
- Main passenger lift in reception area – regularly fails and at end of life. This is needed to enable customers with accessibility issues to reach the first floor of the facility (a Disability Discrimination Act [DDA] requirement)

All of the items being replaced are the original items from when the facility was built over 30 years ago and have lasted well beyond their expected lifespan.

3.1.4 All projects (except the lift) are interlinked, as the air handling and water tanks are all located within the plant room and the sports hall roof houses the air handling units and vents. By carrying out these works together this will provide economies of scale, professional site management and delivery by an established construction company.

3.1.5 The Leisure Centre Concession contracts have a number of years remaining, meaning that the council is liable for asset works on these premises going forward. These works will enable the buildings to continue to provide services for local people.

3.1.6 These works form a large scale project which will have a significant impact on some areas of the facility, such as the sports hall which will be unavailable during the works. In order to reduce the impact on the service and on the leisure contractor's income, it was agreed that August 2023 is the best time to deliver a scheme of this nature.

3.1.7 Due to the scale of the works required and the accompanying procurement process, a design and specification needs to be drafted as a matter of urgency, to be able to deliver the works during the summer 2023.

3.2 Reasons

3.2.1 The Council recognises that there is a need to invest in the Hutton Moor Facility to support the ongoing operation, but also acknowledges that the site will be one of the primary locations for leisure facilities and therefore needs to be fit for the future. Following appointment of the design team through the Council's Option G Framework provider, Pick Everard, there is now a requirement to procure a contractor to deliver the works required on completion of the design and specification documentation.

3.3 Programme

3.3.1 The key milestones are indicative and the project team will seek and progress any opportunities to deliver these earlier.

Key Milestones (indicative)	Timescale
Publish Capability Assessment/EOI	Jan 23
Capability Assessment/EOI closes	Feb 23
Mini competition	April 23 – May 23
Site visits (for bidders)	Mid April 23
Evaluation	May 23
Contractor Appointment	June 23
Contractor Materials Procurement / Lead In	June – Aug 23
Phase I Construction	Aug 23
Phase II Construction	Sept 23
Phase III Construction	Sept/ Oct 23
Completion	Oct 23

3.4 Route to market

3.4.1 It is proposed to run a competition off Lot 1.1.2 of the Crown Commercial Service (CCS) RM6088 Construction Works and Associated Services Framework Agreement, as this covers the range of building works required. In addition, using a framework agreement will be a quicker route to market than an open tender. As is it a multi supplier framework with capped rates, carrying out a mini competition will ensure value for money. The framework is free of charge for the council to use.

3.5 Governance

3.5.1 This Commissioning and Procurement Plan is subject to approval by the Executive before the procurement is undertaken.

3.5.2 The contract award report will be a Key Decision approved by the Director with advice from S151 Officer and Head of Strategic Procurement

3.5.3 The project delivery team will be required to report to the Hutton Moor Delivery Board.

3.6 Relevant Council Information and Policies:

3.6.1 All work to be undertaken will refer to the following Council policies:

- North Somerset Climate Change Strategy
- North Somerset Climate Emergency Action Plan
- Sport and Leisure Facilities Strategy

3.7 Market / Suppliers

- 3.7.1 Lot 1.1.2 - Building Works & Associated Services (£0-£3m) Southern region is proposed. The suppliers are scheduled on the Crown Commercial Service framework.
- 3.7.2 By carrying out the capability assessment this will inform bidders of the opportunity and also act as a sifting tool to ensure only those capable and interested bidders go forward to the mini competition.

3.8 Framework Further Competition Procurement Process

- 3.8.1 The process for undertaking a further competition using the CCS Construction Works and Associated Services Framework is as follows:
1. Complete application with CCS to access the framework
 2. Notify CCS of the project and obtain a project reference number
 3. Commence market engagement with suppliers via EOI
 4. Publish mini competition on the council's procurement portal, inviting all Lot 1.1.2 suppliers who successfully completed EOI to submit a tender based on the project brief.
 5. Set a time limit for the receipt of tenders, taking into account the size and complexity of the project.
 6. Undertake tender procurement process.
 7. Assess bids in a fair and transparent manner through application of the evaluation criteria. Moderation session to agree consensus evaluation scores.
 8. Award the contract to the preferred supplier. Provide unsuccessful suppliers with written feedback on why their tenders were unsuccessful.
 9. Notify CCS of Contract Award.

3.9 Social Value

- 3.9.1 In accordance with the council's Social Value Policy, 10% of the overall weighting will be for bidders to propose their tangible social value commitments.
- 3.9.2 During the tender process, bidders will be asked to enter their social value commitments on the Social Value Portal using a unique registration link included in the mini competition documents. Social Value Portal utilises the National Themes, Outcomes and Measures (TOMs) to calculate social value contributions, which Enables North Somerset Council to gain a greater understanding of the value of bidders' commitments and to evaluate social value tender responses quantitatively as well as qualitatively. The Main/Full list of TOMs will be used for this commission.

- 3.9.3 Bidders will have the opportunity to offer social value commitments which are important to the council. This includes their proposed use of local supply chain, recruiting local employees and supporting local communities/schools etc.
- 3.9.4 For this commission the project team are proposing the use Social Value Portal to undertake both the evaluation of the social value responses and ongoing contract management of the social value commitments provided by the appointed supplier.
- 3.9.5 This service will cost 0.20% of the contract value and will be paid by the winning bidder direct to the Social Value Portal.

3.10 Evaluation

- 3.10.1 The evaluation of the tender responses will be undertaken in two stages based on the following:

Capability Assessment Stage – This will allow prospective bidders to review our initial requirements and consider whether they are likely to bid at further competition stage, or rule themselves out of the bidding process. We can then potentially invite only those suppliers interested in bidding for their requirement at further competition stage, if an explicit response is cited as a requirement for invitation to tender.

- 3.10.2 All bids will be evaluated on the basis of 50% Price and 40% Quality and 10% Social Value.

- 3.10.3 The CCS Construction Works and Associated Services Framework consists of pre-qualified bidders who have gone through a testing process to get onto the framework, so will have the technical, commercial and project management skills required. Therefore, a weighting of 50% price and 40% quality will ensure the correct and appropriate balance of quality versus price.

- 3.10.4 The project team will provide a clear specification with set deliverables and bidders will have to demonstrate their skills and methodology to achieve the requirements within the specified timeframe.

- 3.10.5 Price and quality assessment will be scores as follows:

Price: Price will have a weighted score of 50% and will be based on the submission of a pricing schedule. The lowest total price will receive the maximum score of 100% and the prices of all other tenders will be expressed as a percentage of the maximum score

Quality: Quality will be assessed against the project outputs, behaviours and project management including assessment on the following topics:

1. Method statement outlining how you will meet the project requirements
2. Programme to include identification of critical path
3. Assessment of delivery risks and suitable mitigations
4. Business capability, project controls and reporting

5. Professional expertise
6. Track record

Quality will have a weighted score of 40% and will be evaluated in accordance with the following scoring guidelines:

Score	Classification	Award Criteria
5	Excellent	A response that inspires confidence; specification is fully met and is robustly and clearly demonstrated and evidenced. Full evidence as to how the contract will be fulfilled either by demonstrating past experience or through a clear process of implementation.
4	Good	A response supported by good evidence/examples of the Bidders' relevant ability and/or gives the council a good level of confidence in the Bidders' ability. All requirements are met and evidence is provided to support the answers demonstrating sufficiency, compliance and either actual experience or a process of implementation.
3	Satisfactory	A response that is acceptable and meets the minimum requirement but remains limited and could have been expanded upon.
2	Weak	A response only partially satisfying the requirement with deficiencies apparent. Not supported by sufficient breadth or sufficient quality of evidence/examples and provides the council a limited level of confidence in the Bidders' ability to deliver the specification.
1	Inadequate	A response that has material omissions not supported by sufficient breadth and sufficient quality of evidence/examples. Overall the response provides the council with a very low level of confidence in the Bidders' ability to deliver the specification.
0	Unsatisfactory	No response or response does not provide any relevant information and does not answer the question.

It is recommended that a minimum required score is used for particular questions.

3.10.6 The evaluation panel will consist of:

- Senior Project Manager, Property Assets & Projects
- Quantity Surveyor, Property Assets & Projects
- Leisure Manager, Leisure Service

3.10.7 Site visits to be offered to bidders mid-tender.

3.10.8 The moderation will be facilitated by the Strategic Procurement Team.

3.11 Contract Management

3.11.1 It is proposed the contractor will deliver the works through an NEC4 ECC contract, pricing option A. This is considered to be the optimum contract in terms of providing cost certainty and minimising risk to the Council during the delivery phase.

3.11.2 Day to day contract management will be undertaken by a Project Manager in the Property Assets & Projects Team supported by the Design Team.

3.11.3 The use of Key Performance Indicators (KPIs) will be used as a tool to measure performance of the supplier. These will be based around the core principles of time, cost and quality but will also link back to the quality element of the original submission.

3.11.4 Monthly bespoke reports will be produced by the supplier to monitor their progress against the key criteria in addition to the measurement requirements that form part of the call-off contract.

3.11.5 Formal monthly meetings will be held to monitor progress and review risks and issues to the project. The progress of the project will be summarised in a highlight report and presented to the Project Board.

4. Consultation

4.1 Colleagues and key stakeholders have been engaged, as part of the programme's ongoing activity and governance process. The programme sponsors have been engaged in the process and updates will continue to be provided to the Project and Programme Board.

5. Financial Implications

5.1 The financial implications are set out below along with confirmation that funding is in place to proceed with the works.

5.2 Costs

5.2.1 The estimated cost of this procurement is as follows:

Works	Estimated Cost £
Delivery of specification/scope of works	£1.36m
Contingency at 20%	£0.34m
TOTAL	£1.7m

5.3 Funding

5.3.1 Capital project funding of £1.7m has been identified and approved for the project. This is funded under KFA121.

6. Legal Powers and Implications

6.1 The CCS Construction Works and Associated Services Framework is compliant with the Public Contract Regulations 2015 and expires 30/10/2026. It is proposed that the appointed contractor will deliver the works under an NEC4 ECC Option A (Activity Schedule) form of contract.

7. Climate Change and Environmental Implications

7.1 Pre-qualification

Due to using an existing Framework Agreement, our influence at this stage is limited as the suppliers are pre-qualified.

7.2 Specification

Any design or specification output will be developed with reference to the Council's policies on climate change and with consideration of the environmental implications. The Mini competition references the requirement to incorporate and consider the output from the Council's decarbonization surveys which have been produced for the leisure centre. tasking.

We are keen to pursue the installation of PV panels on the new roof and are continuing to explore this option. The roof designs will be designed to ensure they have the ability to take any additional weight from the panels.

7.3 Tender Evaluation

The procurement process will challenge the suppliers on their own carbon footprint, their designs and recommendations, as well as how they will monitor the appointed contractor during the works ensuring it is delivered in the most sustainable way. This works contract will include project specific requirements around communications and meetings, and also at an organisational level with their corporate approach and initiatives to sustainability, including the use of energy, transport, purchasing and staff.

7.4 Social Value

A Social Value question worth 10% & will form part of the evaluation. Suppliers will be encouraged to provide social value commitments relating to the outcome of reducing negative and promoting positive environmental impacts.

7.5 Contract Management

The contract will be managed by the relevant workstream lead for the Leisure programme, who will ensure adherence with the specification, including carbon management, sustainability, and mitigation of environment impacts. Social Value Portal will monitor the supplier's progress on their Social Value commitments.

8. Risk Management

Description	Impact	Mitigation
Lack of market appetite	Limited returns and reduced value for money	The CCS Construction Works and Associated Services Framework has a range of potential suppliers, offer is favourable to the market, the use of market engagement via an EOI prior to further competition will be providing greater assurance of success.
Lack of market capacity	Limited returns or of poor quality.	Use of the CCS Construction Works and Associated Services Framework provides assurance of a depth and breadth of qualified, experienced suppliers.
Limited funding available for the works	The project not proceeding	Further value engineering may be required to facilitate advancement of the project.
The actual spend exceeds the contract value due to compensation events or unforeseen matters	The project budget is insufficient	Robust Budget monitoring and Project Management during the delivery phase to minimise risk along with provision of a suitable contingency at project initiation.
Delay of project	Adverse impact on users and the operators financial position	Careful monitoring of programme and regular liaison with Leisure and Main Contractor

9. Equality Implications

Have you undertaken an Equality Impact Assessment? Yes / No

- 9.1 An Equality and Impact Assessment (EIA) will be undertaken as part of the project design and development phase which will inform the detailed specification and scope of works.

10. Corporate Implications

- 10.1 The intended improvement of the Council's retained estate will support the Council's corporate plan objectives to improve Prosperity and Opportunity, Health and Well-being and Quality Place.

11. Options Considered

- 11.1 The CCS Construction Works and Associated Services Framework is the preferred route to market. Other options considered include:

- An open tender – This was discounted due to being more a resource intensive and time-consuming process when there are suitable frameworks available for works.
- A range of other framework agreements were considered eg South West Procurement Alliance, Pagabo etc, however, they have been discounted due to suitability or the framework providers' levies being higher than CCS.

Author:

Jonathan White – Senior Project Manager, Property Assets and Projects, Place Directorate
Email: jonathan.white@n-somerset.gov.uk

Appendices:

None

Background Papers:

Decision - 22/23 DP 363 - Agreement to increase the leisure capital budget by £970k for urgent works

North Somerset Council

Report to the Executive

Date of Meeting: 08 February 2023

Subject of Report: Commissioning Plan for North Somerset Pathways to Adulthood Service

Town or Parish: All

Members Presenting: Councillor Mike Bell (Deputy Leader of the Council and Executive Member for Adult Services, Health and Housing) and Councillor Catherine Gibbons (Executive Member for Children, Young People, Lifelong Learning and Skills)

Key Decision: Yes

Reason: Above £500,000

Recommendations

To approve this Commissioning Plan to proceed to tender for the Pathways to Adulthood Service.

1. Summary of Report

The service delivered at Pizey Avenue provides a Pathways to Adulthood Service and overnight respite to young adults aged 14-25 years with complex needs, which is a much-needed resource utilised by both Adults and Children's Directorate. The current service is delivered by provider Brandon Trust which will end on the 31 March 2024.

2. Policy

The commissioning of the Pathways to Adulthood service will support the Council's Corporate Plan 2022-24 in its ambitions to:

- A commitment to protect the most vulnerable in our communities.
- An approach which enables young people and adults to lead independent and fulfilling lives.
- A collaborative way of working with partners and families to support children achieve their full potential

The commissioning of the Pathways to Adulthood service will support Children's Services Annual Directorate Statement 2022-23 in its ambition to:

- Seek regular feedback from children and families and use this to inform practice improvements.

- Commission a variety of placements to meet the needs of children and young people.
- Ensure all children and young people have meaningful transitions to post-16.

The commissioning of the Pathways to Adulthood service will support the Adults Services Annual Directorate Statement 2022/23 in its ambitions to:

- Ensures we are a Council that empowers and cares about people.
- To ensure we are an open and enabling organisation
- Creating opportunities for people to have fulfilling activities during the day that meets their care needs and improves their wellbeing.

3. Details

Introduction

The current Pathway to Adulthood Service contract is held by Brandon Trust Ltd. The current contract term is due to end on 31 March 2024.

The service meets the needs of young people between the ages of 14 and 25 with Special Education Needs and/or Disabilities (SEND) to access short breaks and reach their optimum independence. The service focuses the provider on delivering outcomes which support individuals towards their independence and improve the readiness for transition into the most appropriate and cost-effective forms of support as adults. It reduces the reliance on long term residential care or similar placements and allows individuals to remain with families for longer.

This is the only service that provides dedicated respite and pathways to independence in the North Somerset area. It is of critical importance to the young people who attend and their families, and the delivery of statutory functions to young people and their families.

If the tender process results in a change of provider there will potentially be TUPE transfers from the current provider.

Contract Structure

- The estimated contract value for the life of the contract is £3.5m. The term of the proposed contract is 4 years with an option to extend for a further 3 years in any year increment as determined appropriate.
- The initial term of the contract will be for 48 months.
- There will be an extension period of up to a further 36 months.
- There is a 6-month termination period without cause in the contract.
- The new contract will need to include a mechanism for an uplift in line with other Council contracts.
- The estimated contract value per year is £500k

Outline timeline

- A detailed Procurement Plan will be produced for sign off by the Executive Members by 30th April 2023

- The preparation of the specification and ITT documents will be completed by the end of May 2023
- The opportunity will be advertised on the council's e-Tendering Portal during June 2023
- The successful supplier will be notified in October 2023.
- The new service will start on the 01 April 2024

4. Consultation

Current users of the Pathways to Adulthood Service and other stakeholders, both internal and external, have expressed their views on the service and that they wish for it to continue in the future. All interested parties will be consulted prior to any tender process in order to ensure their views help to inform the Procurement Plan, tender documents and subsequent new service.

ASH Panel and CYPS have been consulted.

5. Financial Implications

Costs

The current costs of the block funding arrangement are currently £498,606 which includes an element of enabling hours per annum. We would expect the re-commission to be within the same amount.

Funding

This £498,606 cost can be fully met from existing Children's and Adults' revenue budgets.

6. Legal Powers and Implications

Section 5 of the Care Act 2014 requires local authorities to help shape the market for services within their area, what this means is that local authorities must ensure steps are taken so that there is a sufficient supply of short breaks to meet local need as disabled young people transition to adulthood.

The provision of suitable respite care services remains a statutory requirement under the Chronically Sick and Disabled Persons Act 1970, although the type of support is not specified. The Children and Families Act 2014 and Care Act 2014 requires local authorities to ensure access to more personalised care services.

7. Climate Change and Environmental Implications

A thorough Climate Emergency Risk Register will be completed by the Procurement Team, the results of which will be detailed in the Procurement Plan and built into the tender process to ensure that any implications are monitored and mitigated throughout the procurement process and subsequent contract management.

8. Risk Management

A thorough general risk assessment (including commercial, market and internal risks) will be completed by the Procurement Team, the results of which will be detailed in the

Procurement Plan and will be monitored and mitigated throughout the procurement process and subsequent contract management.

A comprehensive contract management plan will be put in place following contract award.

9. Equality Implications

Have you undertaken an Equalities Impact Assessment? Yes

10. Corporate Implications

None identified

11. Options Considered

Do not provide a Pathway to Adulthood Service

The provision of respite care is a statutory responsibility and therefore the service needs to be commissioned in some form or other. This service is used to support children and young people with the most complex needs, for whom family life can be extremely fragile. A failure to provide adequate respite care could result in family break down, with the Council being required to bring the child into care of the Local Authority.

The Procurement Plan will detail how the newly commissioned service will look following consultation and agreement with stakeholders.

Extend the current contract

The current contract extension comes to an end on 31st March 2024 and, in line with Public Contracts Regulations 2015 and Contract Standing Orders, cannot be extended any further.

Author:

Alison Stone

Appendices:

None

Background Papers:

The current contract and specification are available on request.

North Somerset Council

Report to the Executive

Date of Meeting: 8th February 2023

Subject of Report: Request for Delegation of the Combined Commissioning and Procurement Plan and Contract Award for the supply of energy

Town or Parish:

Officer/Member Presenting: Cllr Cartman – Executive Member for Corporate Services

Key Decision: Yes

Reason: The value is in excess of £500k and affects more than two wards.

Recommendations

1. That approval of the combined Commissioning and Procurement Plan for the Supply of Energy is delegated from the Executive to the Executive Member for Corporate Services.
2. That authority for signing of the contract award paper for the energy supply contracts from 1st October 2023 be delegated from the Executive to the Director of Corporate Services (Section 151 Officer).

1. Summary of Report

In August 2022, the Council procured energy contracts for a period of 12 months. These contracts will expire in September 2023. Delegated authority is requested for the approval of the combined Commissioning and Procurement Plan for the council to be in a position to procure new energy contracts promptly and in response to market conditions. The energy market remains volatile and subject to change and in order to determine the most appropriate route to market the Commissioning and Procurement Plan would not be ready in time for the February Executive. The council could miss opportunities to secure new contracts at a more favourable rate if we wait until the June Executive.

Procuring energy supplies differs from other services in that market prices can fluctuate daily and often hourly, resulting in prices which cannot be held for any length of time. This results in insufficient time available to utilise normal approval routes because decisions will need to be made, and contracts signed in a matter of hours. Delegated authority of the Contract Award decision is requested from the Executive to the Director of Corporate Services (Section 151 Officer) in consultation with Principal M&E Manager (advised by Energy Management Consultants).

2. Policy

This project will be procured in-line with the Climate Emergency Strategy and Action Plan approved by Council on the 12 November 2019. The award of contract will need to assist in delivering the aim of the strategy 'to be a carbon neutral Council and carbon neutral area by 2030' by delivering our energy with these key principles in mind. Consideration will always be given if carbon production can be avoided, reduced, mitigated or stored, in line with the actions identified in the strategy (see Energy Reduction section below).

3. Details

The Council has recently reprocured its energy contracts, using an existing council framework of suppliers, for a period of 12 months, with the current contracts due to expire in September 2023 (CSD057). Our supplier framework has since expired and in order to achieve a new contract start date of the 1 October 2023, alternative routes to market and market engagement needs to be undertaken. Timing is key and given the ongoing market uncertainty procuring at the right time is a finely balanced judgement so this piece of work will not be completed in time for the Executive meeting in February. The council could miss opportunities to secure new contracts at a more favourable rate if we wait until the June Executive for approval of the combined Commissioning and Procurement Plan.

This report seeks authority to delegate the approval of the Commissioning and Procurement Plan from the Executive to the Executive Member. This is to allow our energy management consultants, depending on the market available to them, to start providing rates through our agreed procurement route to provide the council with the best opportunity to procure the most favourable rates. Waiting until the June Executive would mean the council cannot procure any new energy contracts until after this date.

The contract term that the council will sign up to is currently unknown. This will be risk assessed and ultimately be governed by market price/budget availability and supplier's willingness to offer longer contracts.

Procuring energy supplies differs from other services in that market prices can fluctuate daily and often hourly, resulting in prices which cannot be held for any length of time. This results in insufficient time available to utilise normal approval routes because decisions will need to be made, and contracts signed in a matter of hours. Delegated authority of the Contract Award decision is requested from the Executive to the Director of Corporate Services (Section 151 Officer) in consultation with Principal M&E Manager (advised by Energy Management Consultants).

The contract award decision will take into account the following factors:

- Prevailing market conditions
- Affordability considering existing and contingency budgets
- Green credentials of the energy procured which should ideally be Net Zero Compatible
- Appropriate contract term taking into account available offers and projected market conditions

The Council ran a tendering process for the Energy Supply Contracts early in 2021. Following extensive Member and Corporate engagement it was agreed that we would procure the energy within the approved budget envelope, aiming for net zero electric and green gas. This is also the intention for the next round of procurement of energy supplies.

In order to ensure that the complexities of the above are properly taken into consideration the contract award decision will be made by the Director of Corporate Services (Section 151 Officer) in consultation with Principal M&E Manager (advised by Energy Management Consultants). The Contract Award report will be produced retrospectively and will be published for transparency, noting that the decision will have been made.

4. Consultation

This paper and its recommendations have been discussed with:

- Amy Webb, Director of Corporate Services
- Alex Hearn, Assistant Director Place Making and Growth
- Cllr Ash Cartman, Executive Member for Corporate Services
- Strategic Procurement
- Informal Executive/CLT
- Chair of PCOM

5. Financial Implications

Costs

The combined Commissioning and Procurement Plan will indicate the likely costs based on the procurement route which will be determined within that report. As noted above, this will be dependent on the market at time of procurement and will be in consultation with our Energy Management Consultants to ensure the council is purchasing the best rates available. The future cost payable by the council will also be influenced by energy usage levels and these will continue to be monitored so that an accurate assessment is fed into the financial modelling.

Funding

The Energy supply contract is paid from resources set aside within the approved revenue budget, specific energy budgets are included within individual service areas across all directorates, with major components being street lighting and supply to office accommodation premises.

The amount that the council currently pays for its energy has been reduced as part of the governments' energy support package to businesses, although this scheme is due to end at the end of March 2023. It is anticipated that a further support package will be implemented for the 12-month period to March 2024 and details will be reflected within the procurement plan and shared when they become available.

Strategic assumptions surrounding likely levels of cost and funding, based on current usage, have been taken into consideration within the council's Medium Term Financial Plan. These sums (which are shown below) will be integrated into the procurement process so that it is possible to understand the issue of affordability on future options and decisions.

	TOTAL ENERGY SPEND £000	Funding Source		When approved
		Base Budget £000	Reserves £000	
Budget 2021/22	1,830	1,830	0	Feb-2022
MTFP growth for 2022/23	324	324	0	
Budget 2022/23	2,154	2,154	0	
Potential growth for 2023/24	4,198	2,676	1,522	Feb-2023
Indicative Budget for 2023/24	6,352	4,830	1,522	
Potential growth for 2024/25	-972	550	-1,522	
Indicative budget for 2024/25	5,380	5,380	0	
Potential growth for 2025/26	395	395	0	
Indicative budget for 2025/26	5,775	5,775	0	
Potential growth for 2026/27	435	435	0	
Indicative budget for 2026/27	6,210	6,210	0	

6. Legal Powers and Implications

This contract will be procured following relevant Procurement Regulations (Public Utilities Regulations 2015) and North Somerset Council's Contract Standing Orders. The Terms and Conditions of the Contract will be the awarded Supplier's standard terms and conditions.

7. Climate Change and Environmental Implications

The environmental implications of buying energy are extremely high which gives the council a good opportunity and responsibility to support the Climate Emergency aspirations through this procurement. The key areas of opportunity are:

- Buying Net Zero Compatible energy
- Continuing to reduce consumption levels
- Initiatives to generate our own energy

8. Risk Management

The key risks of not receiving delegated authority for the Commissioning and Procurement Plan and Contract Award is that we would not have the opportunity to carry out sufficient market engagement to assist in obtaining the best contract price for the council.

There is an inherent risk that the prices secured for future energy contracts will be different to the financial provision contained within the MTFP. These forecasts will be regularly reviewed and fed into the council's financial risk register which is overseen by the S151 Officer.

9. Equality Implications

Have you undertaken an Equality Impact Assessment? Yes

The initial Equality Impact Assessment demonstrated that none of the customer groups identified would be negatively affected by this contract.

10. Corporate Implications

We do not foresee any corporate implications arising from these procurements, this contract is managed by the Principal M&E and Energy Manager therefore no other area within the council is impacted. Part of the council's energy portfolio includes schools and therefore they will be impacted by the pricing we procure, however the Principal M&E and Energy Manager will consult with the schools prior to approaching the market and will provide information we have on possible price increases and schools can choose to opt out if they wish. Ultimately schools spend is not significant enough for its absence to impact our buying power, conversely, they are likely to incur much higher costs procuring separately so are likely to want to remain part of our portfolio.

11. Options Considered

The options that have been considered are as follows:

- Delegate the Commissioning & Procurement Plan from Exec to Executive Member to provide the council with the opportunity to engage with the market early and potentially secure new energy supplies at a favourable rate.
- Take the Commissioning & Procurement plan to the Exec in June which would delay early market engagement and potentially miss opportunities in securing the best rates available.

Author:

Mark Reed, Principal M&E and Energy Engineer
Property Assets and Projects

Appendices:

[Click here to enter Appendices]

Background Papers:

CSD057: Confirmation of the award of the energy supply contracts

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North Somerset Council

Report to the Executive

Date of Meeting: 8 February 2023

Subject of Report: Medium Term Financial Plan 2023-2027 and Revenue Budget for 2023/24

Town or Parish: All

Officer/Member Presenting: Ash Cartman, Executive Member for Corporate Services

Key Decision: Yes

Reason:

Financial implications within the report are in excess of £500,000 and impact on all wards and communities within North Somerset

Recommendations

The Executive is asked to:

- i. Note the updated revenue and capital budget forecasts in respect of the 2022/23 financial year as detailed within section 3.1 of the report;
- ii. Note the updated changes included within the medium-term financial plan as detailed within sections 3.2 and 3.13 of the report;
- iii. Note the Equality Impact Assessment (EIA) report attached at Appendix 3, and familiarise themselves with the published EIA's that underpin the 2023/24 budget savings plans;
- iv. Note the statement of the Chief Finance Officer on the adequacy of reserves and the robustness of the recommended budget as detailed in section 3.8 of the report and attached at Appendix 6;
- v. Recommend to Council a revenue budget for 2023/24 for approval as shown at Appendix 1;
- vi. Recommend that Council approve a council tax increase of **2.99%** for 2023/24 to support the recommended budget;
- vii. Recommend that Council approve an adult social care precept of **2%** on the council tax for 2023/24 to support the recommended budget;
- viii. Approve uplifts to the basic care home fees rates for 2022/23 and 2023/24 as detailed in section 3.12.1 of the report;

- ix. Approve an increase of £0.770m to the gross expenditure and income budgets of the Adult Social Services directorate for the 2022/23 financial year, in respect of the council's direct share of the Adult Social Care Discharge Fund, as detailed within section 3.12.2 of the report;
- x. Approve an increase of up to £2.411m to the gross expenditure and income budgets of the Adult Social Services directorate for the 2022/23 financial year, in respect of the council's share of the Adult Social Care Discharge Fund allocation awarded to the Bristol, North Somerset and South Gloucestershire (BNSSG) Integrated Care Board (ICB) as detailed within section 3.12.2 of the report; and to delegate approval to the Director of Adult Social Services to use these funds to increase the North Somerset Better Care Fund.
- xi. Note that the MTFP has been aligned with a series of other reports that are also on the agenda for this meeting, with the main ones being; Capital Strategy, Treasury Management Strategy, Fees and Charges Report, Bus Service Improvement Plan report.

1. Summary of Report

Reports have been presented to the Executive and Council over recent months, which have provided updates on the council's financial planning assumptions across the period of the Medium-Term Financial Plan (MTFP), giving particular focus to the budget for the 2023/24 financial year.

In December and January, the Executive published details of the draft budget proposals which were made available for review and comment by residents and other stakeholders. All elected Members have also had the opportunity to feed into the process by attending dedicated scrutiny sessions to enable them to fully understand the issues being considered, ask any questions or to share their thoughts and views.

Elsewhere on the agenda for this meeting is the council's Capital Strategy and Treasury Management reports, which detail the proposed capital and investment plans for the year ahead. It is important to understand these investment plans, particularly how they are likely to be funded, so that we can ensure that any financial impacts are fully integrated into the council's revenue budget plans.

This report therefore finalises the MTFP process by updating all financial assumptions and also integrating the impact of new investment proposals, to enable the Executive to recommend a final balanced revenue budget to Council for the 2023/24 financial year. Council will then consider the recommended budget as part of the council tax setting process for the year ahead.

In broad terms the 2023/24 budget delivers a balanced combination of **robust** budgeting in terms of being able to support our core services and further **investment** in our asset base, both of which **protect** front line services, residents and the wider community.

Further details are contained throughout the report however, the main points to highlight are;

- A **robust** budget is being proposed having considered the significant inflationary cost and demand pressures faced across many of the service areas,

- This allows the council to maintain and support the existing good quality and effective services that are valued by the many people across North Somerset who use them in their everyday lives
- The recommended budget also includes significant sums of new money into the adult social care budgets to address both the existing pressures experienced within the service as well as providing funding to deliver a range of new responsibilities for residents
- There is investment being made into areas that support children by increasing budget provision for children's placements, support to disabled children and also additional funding being prioritised to address the increasing demand for our home to school transport service
- The Executive want to make a difference for residents by improving the facilities and the environment across our communities and are keen to deliver new capital **investment** plans during 2023/24 of £138m, which will be on top of the £385m of existing plans, focused around; children and young people, climate and the green agenda, and changes to our physical environment and place-shaping priorities.
- The capital strategy report will also provide details a range of funding bids being made by the council to access additional external resources to support more investment within communities.
- Whilst savings proposals have been included within the budget for next year to help fund the financial pressures we face, they have largely been focused on **protecting** and sustaining the vital services we provide to vulnerable residents wherever possible. Additional measures will also be introduced to help over 10,000 residents with their council tax bills by introducing a council tax support scheme for 2023/24.

2. Policy

The MTFP is a core strategic document that supports the delivery of the council's Corporate Plan which outlines the key priorities for residents and businesses within our communities. The MTFP itself describes the council's current and projected financial position and compares these to the anticipated resources available. It highlights the key risks inherent within the budget planning process and incorporates a range of financial strategies to address these.

There is a legal requirement to produce a robust revenue budget for the 2023/24 financial year along with relevant council tax banding and rates, and these will be recommended for approval by Council at the meeting in February 2023.

3. Details

3.1. Update on the 2022/23 revenue budget monitoring position

When preparing budgets for future years it is important to firstly review the baseline position for the current financial year and to understand and quantify the extent to which any existing risks and pressures will impact on the council's budget in the future. Should

ongoing pressures be identified as part of this review, it is essential that they are addressed as part of the council's work to prepare a sustainable budget going forwards.

Shown below in Table 1 is an update on the council's revenue budget position for the current financial year using forecasts made at the end of November 2022.

Table 1: Budget Monitoring summary for 2022/23

	Month 8 Forecast (end of November 2022)				
	Original Net Revenue Budget £000	Revised Revenue Budget £000	Projected Out-turn Position £000	Projected Out-turn Variance £000 %	
Service Expenditure Budgets					
Adult Social Services	75,158	75,633	75,895	263	0.35%
Children's Services	26,989	28,272	29,871	1,599	5.66%
Corporate Services	27,553	27,097	27,308	211	0.78%
Place	29,989	31,230	32,579	1,349	4.32%
Public Health & Reg Services	1,374	1,445	1,409	(36)	-2.46%
	161,063	163,675	167,062	3,387	2.07%
Other Revenue Budgets					
Incremental impact of pay offer	0	(1,603)	(1,603)	0	
Impact of energy procurement	0	(830)	(830)	0	
Capital Financing & Interest	11,207	11,207	9,251	(1,956)	-17%
Other Non Service Budgets	13,205	13,025	13,102	76	1%
	24,412	21,799	19,920	(1,879)	-8.62%
Total Net Revenue Budget	185,475	185,475	186,982	1,507	0.81%
General Fund Financing Budgets	(185,475)	(185,475)	(185,475)	0	0.00%
NET REVENUE BUDGET TOTAL	(0)	0	1,507	1,507	0.81%

The table is displayed in the council's standard financial monitoring template and depicts the reported position for each of the 'directorates' in turn, as well as portraying an aggregated picture of all council services.

Key messages and headlines that can be taken from the table are;

- The council's approved net revenue budget for the year totals **£185.475m** (white and blue shaded columns)
- Managers estimate that the council will spend **£186.982m** on delivering services by the end of the year (yellow shaded column)
- This is **£1.507m, or 0.81%**, more than the council has available to spend or had planned to spend when the budget was approved back in February.

The latest forecast shows that the council will draw down £2.433m from the financial risk reserve to fund the additional costs in respect of pay and energy inflation, both of which have re-based and reflected within the budget for next year.

The approved budget for the current financial year does include a contingency provision of £1.4m, which could be released towards the end of the financial year assuming no further urgent calls are placed on it and would mean that the forecast overspend would reduce to a much lower level. Efforts continue to be made by budget managers across the council to reduce costs wherever possible so that the council can deliver a balanced budget by the end of the financial year and avoid the need to access its reserves.

The latest budget monitoring activity for the Collection Fund, which is the central 'pool' that collects council tax and business rate income and then distributes the money to the various

preceptors, shows that council tax is expected to deliver a small surplus of £200k by the end of the financial year compared to the previous monitoring position. Surplus or deficit positions on the Collection Fund would not be reflected within the Table 1 summary above but, would instead be reflected within the MTFP in a subsequent year.

Integration of 2022/23 and 2023/24 financial years

The information presented above is a high-level financial summary based on the council's more detailed budget analysis and forecasts. The detail which support these values enable us to understand the pressures that relate to the delivery of the council's ongoing service provision, and therefore to assess which of these movements are likely to be one-off in nature or continue into the future.

This review shows that there are several material budget pressures being experienced in the current year which are likely to continue into future years and a list of these items is provided below. Additional sums have been added into each of these budgets for next year to provide a more sustainable and realistic baseline for these costs and services going forwards.

- Demand pressures in children's placements
- Demand and inflationary pressures in home to school transport
- Inflationary pressures in pay budgets
- Inflationary pressures in energy budgets

3.2. Updated financial summary 2023-2027

The council has been developing and updating its financial modelling for the next four years over many months and updates have been regularly shared through a series of formal reports so that members, residents and other stakeholders can understand the challenges being faced and are aware of the potential plans being considered which would be required to balance the budget for the year ahead.

The latest update was provided in January 2023, when a budget gap of £2.536m for 2023/24 was reported, and since that time work has been carried to update the MTFP modelling assumptions and close the gap.

Having reviewed and updated all assumptions in relation to income levels as well as spending commitments, investment plans and savings proposals, a series of small changes have been included within the recommended budget for next year and these are shown in the table below.

Table 3: Changes reflected within the recommended budget for 2023/24		£000
Budget gap reflected within the January 2023 report		2,536
	£000	
Updated collection fund surplus (section 1)	- 200	
Updated spending plans (net change in adults / childrens')	- 60	
Updated council tax (section 3.4.1)	- 2,499	
Updated business rates (section 3.4.3)	- 273	
Updated savings proposals (section 3.5)	+ 646	
Reprofile risk pot / contingency for savings (section 3.5)	- 150	
Updated for Bus Service Improvement Plan (section 3.13)	0	
Sub-total re changes		- 2,536
Budget gap February 2023, after proposed changes		0

These changes mean that the council is able to present a robust and balanced budget for the 2023/24 financial year, which is a significant achievement given the demand and inflationary challenges and uncertainties that it has faced over recent months.

The council has also updated its financial plans for the following three financial years and a summary of these are reflected within the table below.

Table 3: Updated financial summary for the period 2023-2027

MTFP FINANCIAL SUMMARY	MTFP - FEBRUARY 2023				
	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
- Resources - Grants, Council Tax & Business Rates	179,090	202,089	208,431	212,683	219,249
- Current Budget - base spending position	171,317	179,090	202,089	208,431	212,683
- Budget pressures, increased spending and investment plans	16,396	34,972	18,956	14,151	14,142
- Remove covid & other one-off impacts	-4,466	-1,553	0	0	0
- Savings proposals and increased income	-4,157	-10,420	-2,043	-722	-690
- Revised Spending Base	179,090	202,089	219,002	221,860	226,135
- Budget Gap / Surplus	0	0	-10,572	-9,177	-6,886
			-26,635		
Actual / Proposed Council Tax Increase:	2.99%	4.99%			
- North Somerset Council Services	1.99%	2.99%			
- Adult Social Care Precept	1.00%	2.00%			
Indicative Council Tax Increase per Govt Capping Limits:			4.99%	2.99%	2.99%
- North Somerset Council Services			2.99%	1.99%	1.99%
- Adult Social Care Precept			2.00%	1.00%	1.00%

The financial future of the council over the remaining MTFP period remains challenging, which is partly as a result of the continued uncertainty in knowing what amounts of funding the council can expect to receive from 2024, and from where. The table above includes a range of indicative information and will continue to be reviewed. One example of this would be the assumptions for council tax increases, which are currently based upon the latest government capping limits for future years and are not reflective of any local decision at this time.

The council will await the outcomes of any national policies or government led information so that it is possible to understand and model specific impacts for North Somerset, to enable the council to plan decisions relating to future service delivery more appropriately. Given the scale of the financial challenge presented in the table below, it is important that the council refreshes its budget planning as soon as it is able.

3.3. Building a sustainable and robust budget

When preparing the budget for next year the council has ensured that key areas have been updated and refreshed to incorporate the latest information in all of its planning forecasts and underlying assumptions.

As noted in para 3.1 above, the results of budget monitoring forecasts in respect of the current financial year have been reviewed to ensure that the budget for next year does not feature any legacy issues and is set at **robust** levels wherever possible.

Previous reports have given a detailed account of all of the factors that have been assessed and included within the council's spending plans for the year ahead, along with the core assumptions that underpin these values, and whilst it is not necessary to repeat this information, it is important to understand that the recommended budget does mean that

council will be increasing provision to enable it to spend over £32m more on its services next year, compared to spending levels now.

This is a significant increase at a scale not seen before and demonstrates the council's commitment to ensuring that it can continue to deliver vital services to the public.

3.4. Updated resource assumptions

The council recently updated its resource assumptions following the release of the provisional local government finance settlement, which was announced in December 2022. The provisional settlement focused on providing stability to local government in the immediate term by providing the sector with information to support the 2023/24 budget as well as an indication of grants that would continue into the 2024/25 financial year, although nothing beyond that point.

At a national level the government advised that core spending power for next year, i.e. how much more money councils have to spend, will have increased by 9.2% in real terms when include the new funding for social care reforms, although it should be noted that in reality the increase will differ for all councils depending on their individual circumstances and responsibilities.

Some of the increase in funding has been provided through government grant allocations, whereas other increases will potentially come from locally generated sources, notably council tax and business rates, depending upon their tax-base and also decisions taken by individual councillors.

3.4.1. Council tax

The local government finance settlement also confirmed the planning assumptions for council tax referendum thresholds for the 2023/24 and 2024/25 financial years, which is the maximum amount that the council can increase its council tax before undertaking a referendum with residents.

The levels, often known as capping limits, have been increased compared to previous years in recognition of the significant financial pressures faced by many councils over the past year, which means that North Somerset Council is able to approve the following rises before needing to seek a referendum;

- Up to 3% Increase in council tax for general services
- Up to 2% Increase in council tax for the adult social care precept

The recommended budget for 2023/24 proposes an increase in council tax of **2.99%** to support the council's general services and a **2%** increase in respect of the adult social care precept, a change that will generate additional income of **£2.499m**.

3.4.2. Council tax support scheme

The Executive are aware that the recommended budget for next includes many difficult choices, and the decision to raise council tax by these levels is one of these because it will impact on many residents across the district who are also facing pressures and struggles within their own finances.

Alongside the Settlement the government have announced a new scheme for next year which will help to protect vulnerable households from council tax rises aiming to strike a fair balance to ensure taxpayers are not over-burdened at a time of significant pressure on the public finances.

They have allocated £100 million of additional funding that will be given to councils to enable them to deliver additional support to the 3.8 million household who are already receiving council tax support and potentially many more, as they have included some local flexibility within the scheme to enable councils to determine the most appropriate approach to support the vulnerable within their area.

The council's share of this funding is £311k and will be used to deliver both the mandatory and discretionary elements of the scheme.

The mandatory element of the scheme will mean that those residents who will be in receipt of council tax support on 1 April 2023 will receive a council tax discount of up to £25 on their bill for next year. Records show that this will benefit over 8,300 residents, including both working age and pensionable age residents.

The discretionary element of the scheme will again focus on those most in need of support, and funds have notionally been allocated to the following groups of residents;

- Residents who may be awarded council tax support through the year following a change in their circumstances
- Residents who are in receipt of housing benefit
- Families who are in receipt of free school meals

It is anticipated that the discretionary element of the scheme will benefit some 4,300 households although given that there is a high correlation between families who access free school meals and working age families in receipt of council tax support, approximately 2,600 of these households who have children, will benefit from a double award. Modelling shows that these families could receive a total discount of over £47 from their council tax bill. Modelling would therefore mean that approximately 10,000 households will be impacted by this support.

3.4.3. Business rate income

The council currently receives approximately 23% of its total funding from business rates generated within the local area, although the source of this income can vary. In the current financial year the budget reflects the following funding;

- £28m of income paid by businesses
- £12m of income given through government grants

The government gives business rate grants to councils for many different reasons although the two main ones are;

- to compensate councils for the national policy related decisions that they wish to make to businesses across the country; examples of this would include awarding reliefs to small businesses or those in the retail, hospitality and leisure sectors, and
- to ensure that all councils receive a baseline level of funding following the introduction of the business rate retention scheme back in 2013.

Whilst the base budget shows that £28m of income will be collected from businesses and retained at a local level, the overarching system of business rates is based on a national framework and the council has no influence over the major decisions that impact on the amount of business rates that become payable each year. The national framework dictates

that business rate income collected within from North Somerset is shared across the following organisations;

- 50% Given to central government
- 49% Retained by the council
- 1% Given to the Fire Authority

The amount of business rates paid each year are determined by two main factors;

- the **annual price** applied to the rateable value of a property, which is set by the government each year (this is also known as the 'multiplier'),
- the **Rateable Value (RV)** of a property – this is determined by the Valuation Office (VO) and is linked to the use and profitability of the property, along with factors such as its size etc. The VO review properties on a period basis and each time they do this, they produce a Ratings List. The List was last reviewed in April 2017 and has recently been updated in readiness for April 2023. The government have advised that a Revaluation will be undertaken every three years and a new List shared.

Changes for 2023/24

Within the local government finance settlement, the government have advised that is has frozen the business rate multiplier for next year, which means that businesses will not see an inflationary increase on their bills from April. Whilst this is good news for local businesses, councils across the country will receive less, so the government have made arrangements to compensate councils for this potential loss of income, with an adjustment to the amount of government grant that they will receive next year.

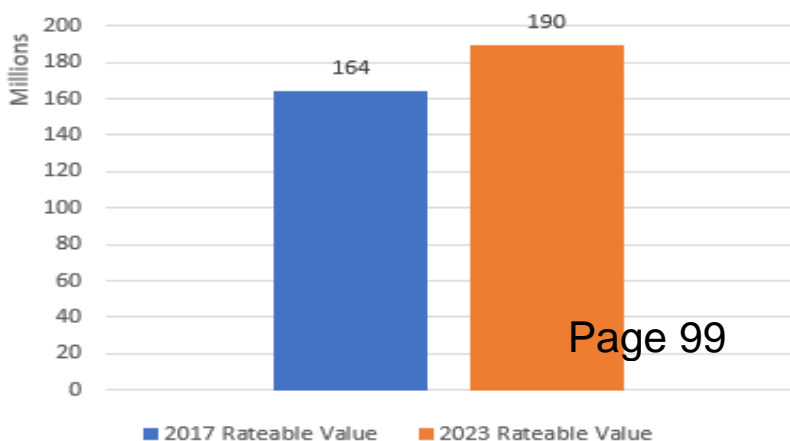
As noted above, the Valuation Office have recently released details of the new Ratings List which will come into force from April 2023. The new List shows that there has been a change in the Rateable Values (RVs) for properties who operate within different business sectors. It is not possible to list all of the changes as there are many different sectors, but the main areas of change appear to be as follows;

- Businesses who operate within the industrial, warehousing and factory related sectors could see their RVs increasing from April 2023,
- Businesses who operate within the retail sector could see their RV's decreasing

As in previous Revaluations, businesses who see a material increase in their RV will be awarded transitional relief over the period of the Rating List, so that the financial impact is smoothed and the increase introduced over a number of years.

It should be noted that at an overall level the amount of funding generated through business rate income across all sectors is expected to remain broadly similar for councils next year, although it will be necessary to make adjustments to individual council funding levels through changes to their grant allocations, for where the underlying RV's within their areas have changed.

To understand the specific financial impact of all of these changes on the council's MTFP



modelling it is necessary to understand how many businesses operate within each of the various sectors, along with the rateable values and the charts below provide details to show these changes.

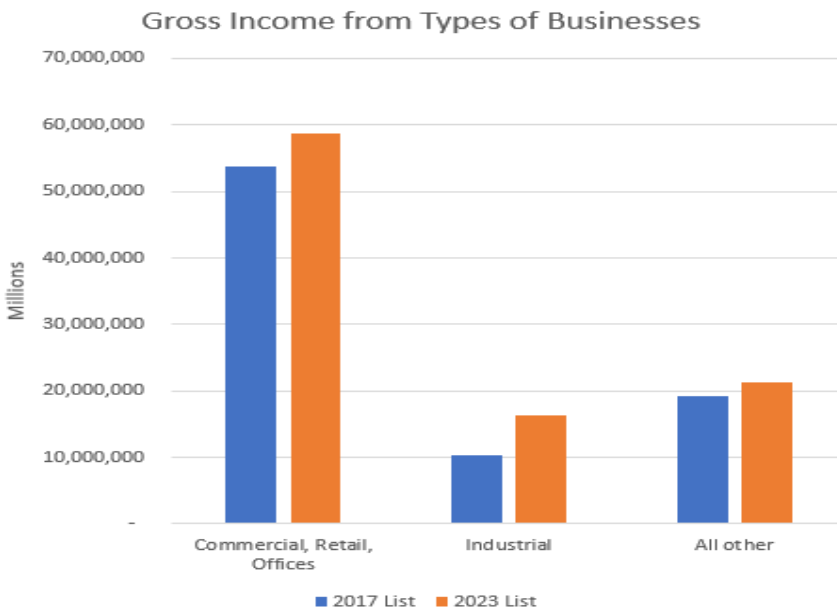


Chart 1: shows a significant increase in the rateable value of properties within the North Somerset area from April 2023.

Chart 2: shows a significant increase in the amount of business rate income likely to be received from the businesses within the North Somerset area from April 2023, before transitional relief is applied).

Whilst the amount of income received from businesses is expected to increase next year, the associated business rate related grants from the government will be reduced. The net impact of all these changes within the base budget is estimated to be an increase of **£0.273m**.

3.5. Updated savings and income generation plans

The Executive presented the majority of the draft savings proposals for inclusion within the MTFP at the meeting held in December 2022, although further proposals were also included within the report presented to Council in January 2023. All of these proposals were supported by an initial equalities impact assessment which not only provided more details about the proposals themselves, but they also outlined the potential impact on groups who have a protected characteristic.

The primary focus of the Executive continues to be to retain and protect front-line services and their customers wherever possible, and to introduce savings plans which generate viable and targeted income streams, deliver transformational change within services which can reduce costs, and to ensure best value is achieved through contracts and commissioning arrangements.

Since the previous reports were published the savings proposals have been reviewed and discussed in various forums and feedback has also been received from residents across communities, including through the Citizens Panel. As a result, the Executive have made the following changes to the recommended budget for 2023/24;

Ref	Saving	Action	Was	Now	Change
ASS14	voluntary and community sector grants	Reduce	200	32	-168
PH1-3	reductions to regulatory service functions	Reduce	130	80	-50
CSD4	reductions to voluntary sector grants	Remove	10	0	-10
PH8	public health realignment	Remove	-168	0	168
CH07	review staffing in family support & safeguarding	Remove	76	0	76
PD8	increases to public convenience charges	Remove	30	0	-30
PD2	saving to close Backwell Recycling Centre	Rephase	300	0	-300
CH11	redevelop Childrens' centres into family hubs	Rephase	300	150	-150
	Total changes to savings plans		878	232	646

A full schedule of the remaining savings proposals included within the 2023/24 revenue budget, which total **£10.420m**, is shown at Appendix 2.

This level of savings is the highest that have been needed for many years and the council recognises a range of risks associated with delivering savings of this scale. As in previous years the council's S151 Officer has included some provision within the budget plans by way of a contingency which could be used to temporarily fund some aspects of the more complex savings which may be hard to deliver or which may be impacted by circumstances outside of the council's control. This measure, which equates to £375k (c3.6% of the planned savings) will form part of the council's overall risk management process and will help to provide assurance that the council is preparing a robust balanced budget.

Each of the proposals is supported by an Equality Impact Assessment (EIA) to enable the council to understand both their individual and cumulative impacts and mitigate against these. Further information on the EIA's is provided in Appendix 3.

3.6. Allocation of budgets across service areas

All of the proposed changes to the councils' budget for next year, both in terms of additional spending plans and savings proposals will be allocated to specific service areas, and these items will be added to the existing base budgets currently held by managers and Directors. A summary of the recommended budgets for 2023/24 is shown at Appendix 1.

3.7. Update on reserves

The council has a series of reserves which can be used to support spending within the revenue or capital budgets, or which it can hold to cover future financial risks. Some of these reserves are general in nature and would be available to fund any risk or pressure, whereas others have been earmarked to signify that they have been set aside to fund or be required for a specific purpose.

A review of these reserves has been undertaken to ensure that they are sufficient to meet the planned business need in both the current and future years, and provide cover towards the inherent risks held within the recommended budget for next year, or those risks highlighted within the risk register.

The council's Section 151 Officer has assessed these levels and considered them to be adequate alongside other mitigations and risk management measures and will provide a detailed listing of all of the reserve balances at the end of the current financial year.

3.8. Chief Finance Officer review of the recommended budget

The Chief Financial Officer (CFO/ Section 151 Officer) is required to make a statement on the adequacy of reserves and the robustness of the budget. This is a statutory duty under section 25 of the 2003 Local Government Act which states the following:

- a) Where an authority to which section 32 or 43 of the Local Government Finance Act 1992 (billing or major precepting authority) applies is making calculations in accordance

with that section, the Chief Finance Officer of the authority must report to it on the following matters:

- The robustness of the estimates made for the purposes of the calculations, and
- The adequacy of the proposed financial reserves.

b) An authority to which a report under this section is made shall have regard to the report when making decisions about the calculations in connection with which it is made. This includes reporting and considering:

- The key assumptions in the proposed budget and to give a view on the robustness of those assumptions.
- The key risk areas in the budget and to assess the adequacy of the Council's reserves when reviewing the potential financial impact of these risk areas on the finances of the Council.

The CFO Statement has to be considered and approved by full Council as part of the budget approval and council tax setting process and although it concentrates on the General Fund revenue budget and associated capital programme, it must also consider key issues faced by the council over the medium-term. The Statement covering the council's MTFP and 2023/24 revenue budget is included at Appendix 6, although some of the key points are noted below.

- The council has been preparing the budget during a period of significant financial uncertainty, brought about by the rapid and unprecedented rises in inflation on many of the council's costs, which has affected the financial position in the current financial year as well as the planning for future years from April 2023.

The inflationary increases have continued to grow during this time which has introduced volatility into the financial planning process and meant that the underlying assumptions have needed to be continually reviewed and updated to ensure that future forecasts are robust and reliable.

- A review of the council's financial performance over the last three years indicate that the council retains some residual risk within core services, particularly with regards for demand led services. The most notable changes have arisen in areas such as care for older and vulnerable people, children looked after and with disabilities, and home to school transport services. Account has been taken of both current and future demand levels and provision has been built into the recommended budget for 2023/24.
- Provision has been made for pay awards, pension and national insurance changes, contractual inflationary pressures and the forecast impact of the National Living Wage which will arise through increased provider costs. However, it should be noted that given the wider economic outlook, inflationary pressures remain a key risk for the council to consider and it may be that additional costs beyond those budgeted could arise.
- The ongoing process to build a sustainable budget with numerous changes to underlying assumptions has meant that funding solutions have needed to be adapted and changed to accommodate the increased costs and resultant budget shortfalls. The rising cost base has resulted in the council developing savings proposals of over £10m and including these within the budget for next year. Savings plans of this scale do represent a risk if they are not supported by clear delivery plans and so efforts have been made to ensure that these are in place before the start of the year. The proposals will form part of the council's budget monitoring

framework as well as being integrated into the performance management framework. That being said, in recognising the underlying risks associated with delivery the council has included some provision within the budget as a mitigation measure.

- Significant consideration and attention has been given to the funding pressures within the High Needs Block of the Dedicated Schools Grant (DSG) and recognising the challenges that have arisen in previous years, and also those which could continue into the future, the council has been in discussions with the Department for Education through the Safety Valve Programme.
- The council's budget setting process reflects the new funding streams allocated to the council along with the additional responsibilities that will be attached to them.
- The council has prepared its resource forecasts for future years based upon the information available at this time and although the government have provided clarity on the 2023/24 position, only indicative policy statements have been released in respect of the 2024/25 position and nothing for the period thereafter. The long-term funding position for the local government sector therefore remains uncertain, which is clearly a challenge for the council's own financial modelling.
- Other risks faced by the council have been reviewed and assessed to identify and quantify potential financial impacts on the budget, and where appropriate have either been provided for, or aligned to resources held by the council within its reserves. One example of this would be the specific service risks associated with Ash Die-back which have been reflected within the revenue budget and within reserves.
- The level of reserves has been examined and will continue to be closely monitored during the period of this MTFP, in the context of protecting the council from existing and future liabilities.
- On the basis of the above, the Section 151 Officer's advice is that the financial standing of the council is sound in the context of the key risks, that the recommended budget for 2023/24 has been prepared robustly and is achievable, and that the level of reserves are adequate.

3.9. Alternative budgets

The detailed budget proposals and decisions contained within this report have been supported by the Executive as they fulfil their duties as an administration however, all political parties have the right to submit an alternative budget for consideration by other members as part of the budget setting process. At the time of writing no alternative budgets have been received.

3.10. Looking ahead

The council's financial planning forecasts for future years will continue to be reviewed and updated to reflect material changes to any of the core assumptions included within the modelling, whether these are driven by national or local factors.

The council is fully committed to addressing and closing the budget gaps that remain within its financial plans in later years, although it recognises that there remains a great deal of uncertainty about both national funding allocations as well as local income generating abilities beyond 2024/25.

Notwithstanding that, the council will continue to plan and formulate strategic financial proposals to close the budget gap, which will require new savings ideas to be generated and delivered. It is anticipated that a large proportion of these will focus upon the council's technological ambitions and transformational approach as evidence of pilots in these areas have been successful in the past and shown potential for further progress.

All such initiatives will be set within the Corporate Plan vision and will seek to promote independence and well-being.

3.11. Schools' budget and safety valve programme

The council, in consultation with the Strategic Schools' Forum (SSF) is responsible for managing the Dedicated Schools Grant (DSG) and distributing resources to providers. From April 2018, the DSG has consisted of 4 blocks of funding, and the values for the current and next year are shown below.

	2022/23	2023/24	Change £s	Change %
Schools Block	£145,657,318	£154,548,440	£8,891,122	6.1%
High Needs Block	£32,235,778	£35,557,941	£3,322,163	10.3%
Early Years Block	£11,640,321	£12,304,261	£663,940	5.7%
Central Service Block	£1,670,194	£1,704,238	£34,044	2.0%
TOTAL	£191,203,611	£204,114,880	£12,911,269	6.8%

The schools block is ring-fenced and must be allocated to schools, although local authorities may transfer up to 0.5% of their schools block funding to another block, with the approval of the SSF. Transfers in excess of 0.5% require approval of the Secretary of State for Education.

The proposed budget for 2023/24 for the DSG is shown in the table below and includes a 1% transfer from the schools block to the high needs block (£1.545m) to support the DSG Management Plan and the Safety Valve proposal (see below).

	Income (DSG)	Gross Expenditure	Net Expenditure
Schools Block	£154,548,440	£153,002,956	-£1,545,484
Less: Deductions for NNDR	-£851,937	-£851,937	£0
Less: Recoupment for Academies	-£146,064,845	-£146,064,845	£0
Schools Block after deductions	£7,631,658	£6,086,174	-£1,545,484
High Needs Block	£35,557,941	£37,103,425	£1,545,484
Less: Deductions	-£3,686,000	-£3,686,000	£0
High Needs Block after deductions	£31,871,941	£33,417,425	£1,545,484
Early Years Block	£12,304,261	£12,304,261	£0
Central Services Block	£1,704,238	£1,704,238	£0
TOTAL DSG BUDGET	£53,512,098	£53,512,098	£0

As described in the report to Council on 10 January, the council is in dialogue with the Department for Education (DfE) in relation to the growing deficit on the High Needs Block of the Dedicated Schools Grant (DSG), as part of our participation in the Safety Value Programme. Members will be aware that the deficit, which is estimated to grow to c. £18m

by the end of this financial year, has arisen as a result of an increasing number of children and young people with Special Education Needs and Disabilities (SEND).

The Safety Valve Programme requires local authorities to develop substantial plans for reform to their high needs systems and associating spending, with support and challenge from the Department, to rapidly place them on a sustainable footing (i.e. in a position to deliver an in-year balanced budget within a “reasonable” period of time).

The council will be held to account for the reforms they implement and the associated deficit reduction targets via regular reporting to the DfE. In turn the DfE will support the council with additional funding over a period of time, which will contribute towards “paying off” the historic DSG deficit balance, although this will be contingent on delivery of the reforms.

The timescales for the Safety Valve Programme indicate that the council is required to submit a final submission to the DfE by 6 February, with an agreement due to be reached by 31 March 2023.

As described above, the Strategic Schools Forum has agreed a 1% (c. £1.5m per annum) movement of funding from the Schools Block to the High Needs block for 2023/24, which is a positive measure to support investment into the DSG Management Plan. In addition, our final submission is likely to extend the period of the plan to 4-5 years, in order to allow projected future surpluses to reduce the cumulative deficit further. These two factors have the potential to reduce the cumulative deficit to a manageable amount, i.e. one that the Department for Education may “pay off” with a limited contribution from the council’s general resources.

3.12. Update on adult social care funding and spending plans

3.12.1. Uplifts to care home fees in 2022/23 and 2023/24

In September 2021 the Prime Minister confirmed that the government would be providing funding to councils to support them moving towards paying adult social care providers a ‘fair rate of care’ and in December 2021 the Department for Health and Social care (DHSC) announced funding to support these changes.

As part of the local government finance settlement last year, the council was allocated £624k of new funding which means that this sum forms part of the approved base budget for the current financial year.

However, as the Settlement last year only covered one year it was not possible to tell whether the funding would be for a single year in isolation or whether it would form part of a multi-year plan. Without this information it has been difficult to develop spending plans that supported the market but did not commit the council to future levels of unbudgeted spending.

The government has recently confirmed that this funding will be sustained into the medium term which means that the council can begin to allocate the funding to providers, both in terms of the current financial year as well as next year.

In line with the guidance, it is proposed that the funding will be used to increase the basic care home fee rates payable by the council as shown in the table below.

Care Setting	Increase from April 2022		Additional increase from April 2023		Total increase	
	% uplift	Cost £000	% uplift	Cost £000	% uplift	Cost £000
Nursing Care	1.45%	249	0.30%	302	1.75%	551
Residential Care	1.20%	293	0.10%	322	1.30%	615
Totals		541		624		1,165

The purpose of the grant is to help address issues identified within the Cost of Care exercise as well as the sustainability of care homes, particularly given the reduction in self-fund demand. Given the availability of the Adult Discharge Grant which will support the domiciliary care sector, the care home gap has been prioritised.

Decisions to increase care home fees would usually be taken by the Executive Member and reflected within directorate spending forecasts however, given the timing pressures associated with funding allocations and the alignment with two financial years, it is appropriate to integrate this decision into the joint budget monitoring and MTFP framework.

3.12.2. Adult Social Care Discharge Grant 2022/23

On 18 November 2022 the Minister for Care released details of the £500m Adult Social Care Discharge Fund, which is a national fund to support councils and Integrated Care Boards (ICB's) to improve performance in relation to hospital discharges.

North Somerset Council has been allocated a grant of £770k in respect of the 2022/23 financial year and the Bristol, North Somerset and South Gloucester (BNSSG) ICB has been allocated a grant of £8.315m for 2022/23; it is estimated that the council's share of the ICB allocation will be approximately £2.411m.

The funding for both grants is to be pooled into the Better Care Fund (BCF) with planned spending signed off by the Chair of the Health and Well-Being Board as well as the ICB. The conditions associated with the grant funding required spending plans to be developed and submitted to the Department of Health and Social Care by 16 December 2022.

The council achieved this stage of the process within the required timescales and the spending plans were submitted, they consisted of a variety of measures designed to create capacity and support domiciliary care and bed-based intermediate care services, as well as providing additional assistive technologies and equipment.

However, before further steps can be taken it is necessary to follow the council's internal governance process and approve an increase to the revenue budget for both the increased level of income funding and the associated spending plans. Given the value of the proposed budget adjustments, specific recommendations for the Executive have been included at the beginning of the report to meet the council's financial regulations. Details of spending will be included within the council's budget monitoring framework and updates provided in later reports, in addition to the reporting arrangements already in place for the Better Care Fund and the ICB.

3.13. Bus Service Improvement Plan (BSIP)

On 24 November 2022 the Department for Transport (DfT) confirmed the grant funding allocation for the joint West of England Combined Authority and North Somerset Council

Bus Service Improvement Plan. The funding package offers a transformational level of funding providing an opportunity to deliver on 2030 net zero carbon reduction targets by improving the effectiveness of public transport to a level that creates a genuine alternative to the use of private vehicles.

The total amount of revenue funding allocated is £57.505m, this is to be spent over a three-year period starting 1 April 2022. The indicative share of this revenue funding for the council is £12.939m over the three years, with £1.250m being spent in the current financial year.

The revenue funding for future years has been included within the MTFP modelling to reflect additional spending of £6.694m in 2023/24 and £4.995m in 2024/25, all of which will be funded by additional grant funding of equivalent amounts. Because both the gross spending and the grant income have been increased within the MTFP, it means that there will be a net impact of £0 on the council's revenue budget over this period.

The grant funding from the DfT also includes £47.983m of capital funding for North Somerset Council, this will be reflected within the Capital Strategy.

Full details of the Bus Service Improvement Plan are included within the Bus Service Improvement Plan Update that is also on the agenda for this meeting.

4. Consultation and Engagement

The government, through its legislative framework, clearly expects that local authorities will be able to demonstrate that they have in place mechanisms to ensure that 'representatives of local people' are being appropriately informed, consulted or involved in services, policies or decisions that affect or interest them.

There are many aspects of service delivery which impact on our residents, customers and other stakeholders and members of the public, and so we recognise that it is our responsibility to ensure that any changes we make to them through the budget, need to be considered and consulted upon. Failure to do so adequately could result in aspects of the budget being subject to legal challenge.

Publication of the council's draft budget along with details of the core assumptions, planned budget changes for both additional costs and the proposed savings plans supports the objective of the Executive to be as transparent as possible.

Within the North Somerset Corporate Plan there is a commitment to engage with and empower our residents and as part of this commitment a North Somerset Citizens' Panel has been formed. The panel has recruited from people who live, work or study in North Somerset and has a current sample of over 550 people who want to actively be part of the council's vision and journey going forwards and are willing to participate in surveys, polls and focus groups.

The panel offers an opportunity for early engagement with residents on the emerging themes within the MTFP and so officers within the Business Insight team have recently shared a survey to gather information, thoughts and comments on specific areas within MTFP planning and /or future service delivery.

The survey was open for a 2-week period from 3 January to 12 January 2023 and 244 panel members submitted a response, which equates to approximately 40%. An analysis of the responses received is shown in Appendix 4.

5. Financial Implications

Financial implications are contained throughout this report.

6. Legal Powers and Implications

The Local Government Act 1972 lays down the fundamental principle by providing that every local authority shall make arrangements for the proper administration of their financial affairs, although further details and requirements are contained within related legislation. The setting of the council's budget and the resultant council tax levels for the forthcoming year is an integral part of the financial administration process.

7. Climate Change and Environmental Implications

When setting budgets for the year ahead the council is aware that it must reflect the financial impacts that environment and climate change issues could have on its plans. The most notable impact at this time is the increasing costs of energy, which does provide an opportunity to highlight climate and environmental issues.

The council's financial modelling shows that it will need to spend more on its energy costs than ever before which is a challenge given the scale of other financial pressures.

The council is therefore considering ways in which it can reduce these costs through the development of longer-term investment proposals and these will be at the forefront of our thinking when considering underlying service policies, priorities and strategies associated with the revenue budget, as well as through formulating investment plans and determining options to make reductions in our energy usage and associated costs to ensure a more sustainable future and the continued commitment to Net Zero by 2030.

8. Risk Management

In setting the revenue and capital budgets for the year ahead, the council must consider the known key financial risks that may affect its plans and these will either be explicitly provided for within the base budget or be offset and held against the unallocated contingency budget or the council's general fund working balance.

An MTFP risk register is held which follows the principles of the council's overarching Risk Management Strategy and has therefore been designed to;

- Identify the core risks within the MTFP
- Analyse and assess the control framework for each of these risks
- Implement and integrate these risks into our monitoring and reporting programme

As such these risks and the wider risk register will continue to be updated even after the budget is set as many will be inherent rather than the more specific areas of risks associated with the council's financial planning. An extract showing the material items within the MTFP risk register is included at Appendix 5.

Within this framework officers continue to test the impact of varying key assumptions in the medium term financial strategy throughout the process to assess the sensitivity of the ranges of indicative budget figures as this informs decisions about the level of working balances needed to provide assurance as to the robustness of the budget estimates. A table showing some of these considerations has also been included at Appendix 5.

9. Equality Implications

There are many aspects of service delivery which impact on our residents, customers and other stakeholders and members of the public, and so we recognise that it is our responsibility to ensure that any changes we make to them through the revenue budget, need to be considered and consulted upon. Failure to do so adequately could result in aspects of the budget being subject to challenge.

The Equalities Act 2020 (Section 149) sets out public sector duties, the general duties are to have due regard to the need for:

- Eliminate discrimination, harassment, victimisation and other conduct prohibited by the Act,
- Advance equality of opportunity between people who share a protected characteristic and those who do not; and
- Foster good relations between people who share a protected characteristic and those who do not.

These duties should be considered in the development and approval of the council's budget. To aid understanding and the consideration of these important equality duties, managers complete Equality Impact Assessments (EIAs) for each budget proposal.

Appendix 3 provides an overall summary and all of the EIAs that underpin the **£10.646m** of budget savings and increased income proposals as recommended for inclusion within the 2023/24 revenue budget.

Some of the savings' proposals included within the budget were initially identified as having a potential 'medium' impact on equality groups so those EIAs have been discussed in detail at the Equality Stakeholder Group meetings, and feedback from the consultation has been taken fully into account within the final Assessments.

10. Corporate Implications

The Corporate Plan and MTFP, along with the supporting financial monitoring processes and performance management framework are vital tools to help align effort across the organisation and ensure that core services are all are focused on delivery to agreed community and organisational priorities.

With continuing financial pressures and rising demands for services, it is essential that the councils' limited resources continue to be prioritised and allocated in line with the identified priorities as some of the proposed changes included within the MTFP will impact on capacity levels within services and it may be necessary to review and reassess core priorities.

11. Options Considered

The council is legally required to set a balanced budget for the year ahead and to implement a robust financial framework to ensure that spending is aligned to available resources and work to date has focused on achieving that objective.

Various options in respect of potential budget changes have been considered throughout the financial planning process, many of which will have been recorded within the risk register and discussed in previous reports. The recommended budget for 2023/24 reflects the most up to date assumptions in respect of spending plans, aligning underlying data for service demand and costs, to council priorities.

All savings proposals contained within the draft budget have been considered by individual Executive Members and approved by the Executive collectively.

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Appendices:

- Appendix 1 Recommended budget for 2023/24, allocated across directorates
- Appendix 2 Savings proposals incorporated into the recommended budget
- Appendix 3 Equality Impact Assessment report on the 2023/24 savings proposals
- Appendix 4 Response from the Citizens Panel Survey on the budget
- Appendix 5 Risk register summary and sensitivity analysis
- Appendix 6 Section 151 Officers statement on the adequacy of reserves and the robustness of the budget

Background Papers:

Exec Report – February 2022, MTFP & Revenue Budget 2022-2025

Council Report – February 2022, Council Tax Setting 2022/23

Exec Reports – September to December, Revenue Budget Monitoring for 2022/23

Exec Reports – September to December, MTFP and Revenue Budget 2023-2027

Council Report – January 2023, MTFP & Revenue Budget Update 2023-2027

APPENDIX 1 – Recommended budget for 2023/24, allocated across directorates

	Adult Social Care £000	Childrens Services £000	Corporate Services £000	Place Directorate £000	Public Health Reg Services £000	Capital & Interest £000	Non Service £000	Total £000
2022/23 Base Budget - approved by Council Feb 2022	75,158	26,989	27,553	29,989	1,374	11,207	6,821	179,090
Growth included within the MTFP								
Pay related inflation	1,007	1,062	749	1,275	140	0	-15	4,218
Energy inflation	0	229	2,052	1,917	0	0	0	4,198
Contract inflation	0	0	1,468	1,625	0	0	0	3,093
Business rates inflation	1	12	47	43	0	0	47	150
Childrens - placements, disabled children, foster care allowances	0	2,429	0	0	0	0	0	2,429
Adults - inflation, demographics, transitions, re-basing for 22/23	8,852	0	0	0	0	0	0	8,852
Adults - new funding and responsibilities	3,863	0	0	0	0	0	0	3,863
Place - waste service	0	0	0	3,052	0	0	0	3,052
Place - home to school transport	0	0	0	2,366	0	0	0	2,366
Place - other (incl Ash Die Back, property costs)	0	0	0	608	0	0	0	608
Other - audit fees, insurance, rolled-in grants, coroners, contingency borrowing, remove prior year one-offs (feasibility, priorities)	0	0	810	0	0	217	-437	590
	13,723	3,732	5,126	10,886	140	217	-405	33,419
Savings proposals	-4,227	-764	-1,453	-2,808	-258	-910	0	-10,420
Budget transfers 2022/23 and 2023/24	-320	55	-25	366	118	-194	0	0
2023/24 Draft Budget - as per Executive report February 2023	84,334	30,011	31,201	38,433	1,374	10,320	6,416	202,090
Analysis								
Net change in Budget year-on-year - £000	9,176	3,023	3,648	8,444	0	-887	-405	22,999
Net change in Budget year-on-year - %	12.2%	11.2%	13.2%	28.2%	0.0%	-7.9%	-5.9%	12.8%
Savings as a % of 2022/23 Base Budget	-5.6%	-2.8%	-5.3%	-9.4%	-18.8%	-8.1%	0.0%	-5.8%
Growth (total) as a % of 2022/23 Base Budget	18.3%	13.8%	18.6%	36.3%	10.2%	1.9%	-5.9%	18.7%
Growth (excl Energy and Bus Rates) as a % of 2022/23 Base Budget	18.3%	12.9%	11.0%	29.8%	10.2%	1.9%	-6.6%	16.2%

Budget transfers are where services or areas of responsibility transfer between directorates, for example, the budgets for the net property compliance contracts have (£275k) been transferred into the Place directorate from Corporate Services. Other transfers relate to funding for public health outcomes.

APPENDIX 2 – Savings proposals incorporated into the recommended budget for 2023/24

Ref	Description	2023/24	2024/25	2025/26	Total Proposals
ASS01	Better Care Fund - Inflation on adult protection element - contribution to increased costs	300	0	0	300
ASS02	Extra Care Housing - reduced unit costs of care element following re-tender	25	0	0	25
ASS03	Reducing the number / size of new care packages through reablement, Technology Enabled Care (TEC) and other early intervention services	400	0	0	400
ASS04	Meeting the needs of people through strengths-based assessment and governance approach that ensures equity and consistency	200	0	0	200
ASS05	Reviews of existing care packages to ensure that all appropriate Continuing Health Care (CHC) or joint funding is received	500	0	0	500
ASS06	Reviews of existing care packages to ensure still appropriate, strengths-based assessment and use of TEC	500	0	0	500
ASS07	Review the services received within Mental Health / Learning Disabilities considering TEC, Shared lives and Housing with support to maximise independence.	325	0	0	325
ASS08	Identify new Supported Living schemes as a more cost effective and independence maximising alternative to residential placements	100	0	0	100
ASS09	Equipment demonstration delivery moved to alternative venues, end use of MOTEX demonstration centre	60	0	0	60
ASS10	Review of arrangements for shared office accommodation with Avon and Wiltshire Mental Health Partnership	75	0	0	75
ASS11	Review staffing arrangements in the Learning Disabilities and mental Health Teams	120	0	0	120
ASS12	Increase vacancy management target in adult social care by 1%	125	0	0	125
ASS13	Increased client contributions to reflect increases in benefits and pensions	940	0	0	940
ASS14	Review Voluntary and Community Sector Grants and Commissioned Services	32	0	0	32
ASS15	Review of staffing and deletion of non-statutory Bristol Autism Services seconded Social Worker role	59	0	0	59
ASS16	Freeze TEC Coordinator post until external funding becomes available	49	0	0	49
ASS17	Review of funding arrangements for staff in the Housing Team	162	0	0	162
ASS18	Annual uplift to fees and charges to cover inflationary cost of services - Adults	255	256	256	767

APPENDIX 2 – Savings proposals incorporated into the recommended budget for 2023/24

Ref	Description	2023/24	2024/25	2025/26	Total Proposals
CH01	Efficiency savings or reductions in budgets in line with projected or historic spend or demand	85	0	0	85
CH02	Relocate Family Support and Safeguarding team to alternative office accommodation	20	0	0	20
CH03	Deletion of vacant posts in Education Funding, Fostering Training, Strategy and Policy and Training Teams	121	0	0	121
CH04	Review of Family Time Service to ensure service supports children with the highest needs	60	0	0	60
CH05	Increase in Vacancy Management target	100	0	0	100
CH06	Review of costs for children with complex care needs	50	0	0	50
CH08	Review of arrangements for Family Group Conferencing	56	0	0	56
CH09	Remove final tranche of discretionary funding for under two's child care	80	0	0	80
CH10	Review funding arrangements for staffing costs in Youth Justice Service	29	0	0	29
CH11	Redevelopment of Children's Centres into Family Hubs	150	150	0	300
CH12	Annual uplift to fees and charges to cover inflationary cost of services - Children	13	14	14	41
CSD1	Reduce senior management within the directorate, along with external resources previously used to support transformation	159	0	0	159
CSD2	Review the scope and scale of support provided to the council through external contractual arrangements in respect of Internal Audit and Archiving, i.e. the storing of historic artefacts.	10	10	8	28
CSD3	Review the scope and scale of the Business Intelligence team, the Policy & Partnerships team and the delivery of consultation and research activity	80	20	0	100
CSD5	Review and reduce resources required to deliver Procurement services, reflecting reduced demand as a result of lower overall external spend.	54	0	0	54
CSD6	Review of the Comms team and release capacity from vacant post	35	0	0	35
CSD7	Reduce number of editions of North Somerset Life from 3 to 2 per year. Also look to increase income opportunities	39	0	0	39
CSD8	Realign occupational health budget and annual leave buy back budgets to current levels	13	0	0	13
CSD9	Review the resources required to deliver a range of internal support services including the senior leadership support team, legal, democratic and scrutiny services as well as electoral and registration services and look to reduce costs and / or increase income.	21	95	60	176
CSD10	Review and reduce the resources required to deliver a range of internal support services such as ICT support and project management and external contract costs for bought in services. Seek further income from trading opportunities and project management activity.	120	0	0	120

APPENDIX 2 – Savings proposals incorporated into the recommended budget for 2023/24

Ref	Description	2023/24	2024/25	2025/26	Total Proposals
CSD11	Reduce printing costs and equipment leases, reduce physical document storage costs	10	10	0	20
CSD13	Increase income from Carelink users - aligned to inflation	10	0	0	10
CSD14	Implement a range of changes and cuts to the Support Services Contract through reductions to the scope and scale of services and capacity available to the council. Areas of change include; Facilities, Digital Support, Cash Collection, Revenues and Benefits, Accounts Payable, Carelink and ICT.	133	235	0	368
CSD15	Increase council tax income by introducing a new policy to levy a second homes premium	0	0	150	150
CSD17	Undertake a review of the Finance Service to evaluate core areas of responsibility, reduce the scope and scale of services currently provided and efficiencies.	103	20	14	137
CSD19	Align income budget from tenants to current levels at Castlewood and reduce premises related costs within office accommodation sites by 10% e.g. paper supplies, maintenance etc	235	0	0	235
CSD20	Reduce budgets associated with the Sovereign Centre including the removal of resources set-aside to fund the capital financing costs of potential future investment and contract management costs.	290	0	0	290
CSD21	Increase income from external investment activity largely as a result of higher interest rates	850	0	0	850
CSD22	Reduction in debt costs and charges (Avon Loan Debt & Revolving Infrastructure Fund)	60	15	0	75
CSD23	Reduction in former employee pension costs	30	10	0	40
CSD24	Annual uplift to fees and charges to cover inflationary cost of services - Corporate	36	37	37	110
CSD25	Increase the vacancy management target within Corporate Services staffing budgets	75	0	0	75
PH1-3	Budget savings within Regulatory Services, covering Housing, Consumer Protection and Environment Protection related services. Will include opportunity to increase income, and reduce expenditure.	80	0	0	80
PH4	Annual uplift to fees and charges to cover inflationary cost of services - PH&RS	10	11	11	32
PH5	Remodel team structure and limit recruitment against restructure plans agreed earlier in 2022. New reporting lines and allocation of functions to share increased workload. Will deliver savings to also support further realignment in 22/23.	118	0	0	118
PH6	Reduce allocation of budget to GP delivery of health checks and target provision in areas of higher deprivation or high risk workplace settings.	30	0	0	30
PH7	Seek economies of scale in delivery of settings programmes and reduce funding to support some interventions e.g. mental health training.	20	0	0	20

APPENDIX 2 – Savings proposals incorporated into the recommended budget for 2023/24

Ref	Description	2023/24	2024/25	2025/26	Total Proposals
PD1	Increase recycling materials income target	900	0	0	900
PD2	Review recycling provision and initiatives across the district	0	200	0	200
PD3	Garden Waste inflationary increase	150	0	0	150
PD4	Garden waste optimisation of rounds (Garden Waste collected on a different day to other collections)	50	100	0	150
PD5	Find efficiency savings within the Waste Contract - This could include campaigns to improve the sorting of recycling by residents	150	150	0	300
PD6	Refresh and embed a policy to minimise replacement/additional bins/containers	50	50	0	100
PD7	Campaigns to increase recycling and reduce disposal costs	50	0	0	50
PD9	Income from public surveillance cameras & private CCTV monitoring	10	0	0	10
PD10	Fixed Penalty Notice (FPN) revenue for Anti-Social-Behaviour & CCTV used to issue FPNs for Highways and Public Protection Order and review funding models for Community Response	50	85	0	135
PD11	Realign income budgets for leisure centres to current usage levels	15	0	0	15
PD12	Make permanent the existing closure of Churchill Sports Centre	117	0	0	117
PD13	Seafront staff review	40	0	0	40
PD14	Review the commercial model for the following buildings: Somerset Hall Playhouse Theatre Tropicana The Bay Cafe	248	0	0	248
PD15	Realign the budget for Curatorial Service	5	0	0	5
PD17	Establishment of a single, council-wide transport function and improved commissioning	50	0	0	50
PD18	Revisit safe walking routes to school	100	0	0	100
PD20	Moving traffic violations - Adopt new powers available to Highways Authorities to improve safety and reduce congestion by enforcing traffic contraventions	100	100	0	200
PD21	Bus lane enforcement	100	0	0	100
PD22	Realign budget for structure repairs to reflect actual spending	25	0	0	25
PD23	Reduce external spend and increase internal spend on the Capital Programme	200	0	0	200

APPENDIX 2 – Savings proposals incorporated into the recommended budget for 2023/24

Ref	Description	2023/24	2024/25	2025/26	Total Proposals
PD24	Realign budget for affordable housing income	28	0	0	28
PD25	Deletion of vacant officer post within Development Team	36	0	0	36
PD26	Estimated increase in national planning application fees	16	0	0	16
PD27	Delete vacant Access Officer post	19	0	0	19
PD28	Economy team additional income	16	0	0	16
PD30	Expand commercial waste service	0	50	0	50
PD32	Review residents parking zones	0	50	50	100
PD33	Biodiversity Net Gain	0	25	0	25
PD34	Progress the libraries strategy by investigating alternative funding opportunities, models and partnerships	0	135	0	135
PD35	Review Placemaking & Growth services	0	93	0	93
PD36	Annual uplift to fees and charges to cover inflationary cost of services - Place	124	122	122	368
PD37	Increase scope of LED rollout programme to include Port Marine lanterns and Non-LED zebra floodlights to reduce energy consumption	70	0	0	70
PD38	Realign income budget for Land Charges & Street Numbering to reflect an increase in fees to offset the cost of providing the service	19	0	0	19
PD39	Increase the vacancy management target within Place staffing budgets	70	0	0	70
		10,420	2,043	722	13,185

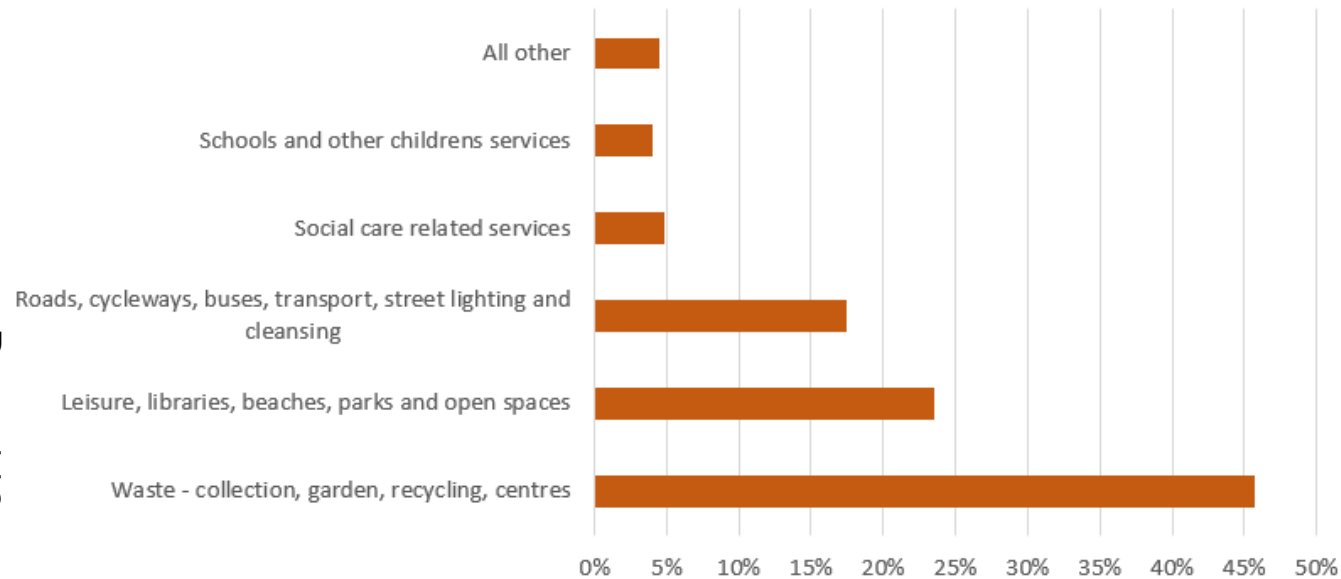
APPENDIX 3 – Equality Impact Assessment report on the 2023/24 savings proposals

This report is listed as a separate document within the Agenda and can be accessed from there

APPENDIX 4 – Response from the Citizens Panel on the budget

Services regularly used and valued

Services that you use regularly and value



The council asked the panel to list the services that they regularly use and value and the responses are shown in chart.

As can be seen the top response was '**waste**' as almost half of residents specifically referenced one or more of their waste related services, which includes the kerbside collection of the black bins and green recycling boxes, as well as garden waste and recycling provision.

In addition to the services selected, panel members also had the opportunity to provide free text to support their choices.

Panel members provided a lot of commentary on the council's waste services and there was recognition that this area had

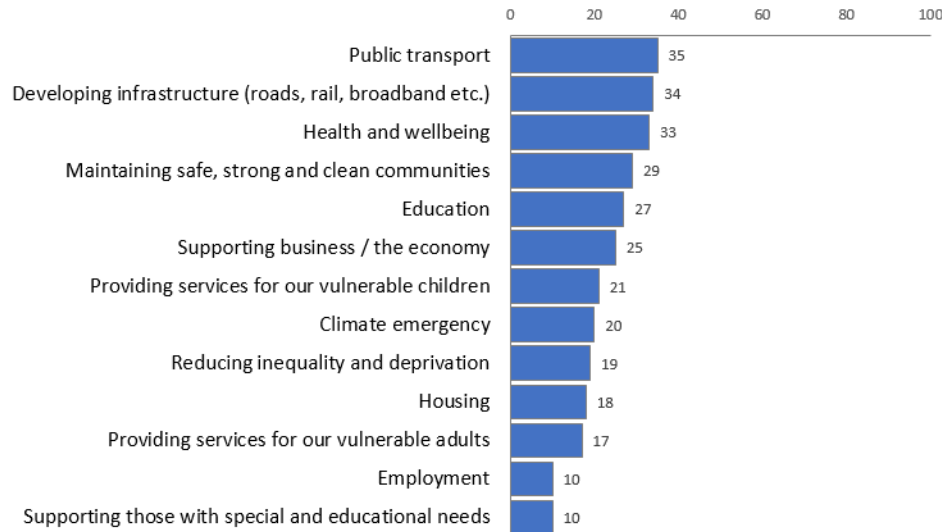
improved a lot compared to the service received in previous years. Staff were mentioned for the difficult job that they do, and residents valued and appreciated that the recycling centres are well laid, clean and provided an essential community-based facility. Several responses asked for service levels in this area to be retained and not reduced.

A lot of commentary was also provided about other 'core' services that panel members regularly use, notably community-based leisure facilities, parks, open spaces, public rights of way and beaches; the panel stated that they used these facilities to go for walks, be with their families and to get fresh air and exercise.

Roads, cycle ways, buses and transport related facilities were highlighted by the panel as being very valuable resources within communities, although there was the perception that these areas were lacking in some areas and also in need of some additional investment.

APPENDIX 4 – Response from the Citizens Panel on the budget
Highest priority areas for investment in the future

Which of the following areas would you choose as the three highest priorities for investment in the coming years?



The panel were asked which of the following areas would they choose as the three highest priorities for investment in the coming years and the chart shows the percentage of respondents choosing each item among their top three priorities.

The responses in this chart provide some correlation to the free text given in the first question, in that public transport and developing infrastructure, including roads and rail facilities would be amongst the top two priority areas for investment in the future.

Other priority investment responses given were more linked to the provision of services that people value and did not just focus on investment that could be spent on physical assets.

This would include investment to;

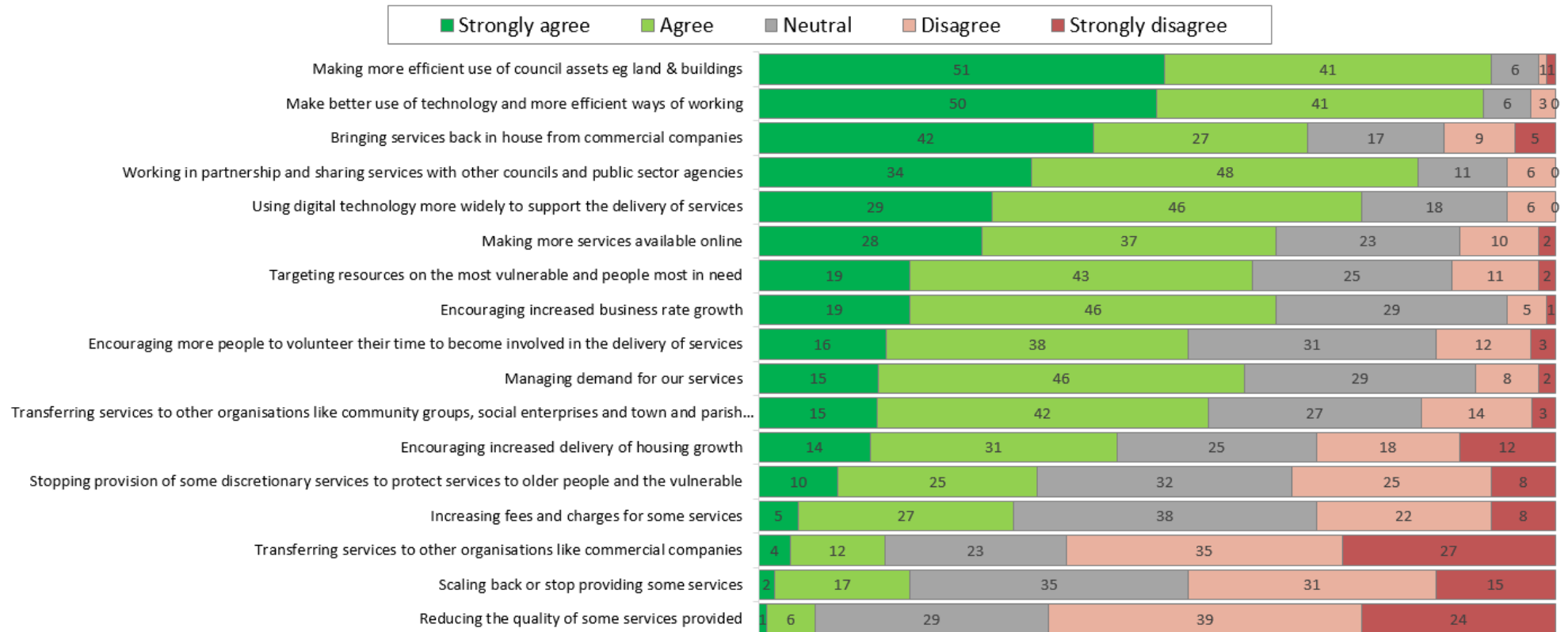
- Improve health and well-being
- Support businesses and the economy
- Provide support to vulnerable adults and children

APPENDIX 4 – Response from the Citizens Panel on the budget

Ways to make services more affordable

Members of the citizens panel were asked to share their thoughts by prioritising the approaches which the council has identified as ways that it could make services more affordable to run. The chart below shows the responses given, with those at the top more acceptable than those at the bottom.

Support for 'innovative and transformative ways to make services more affordable to run over the coming years'
(% of respondents giving each option)

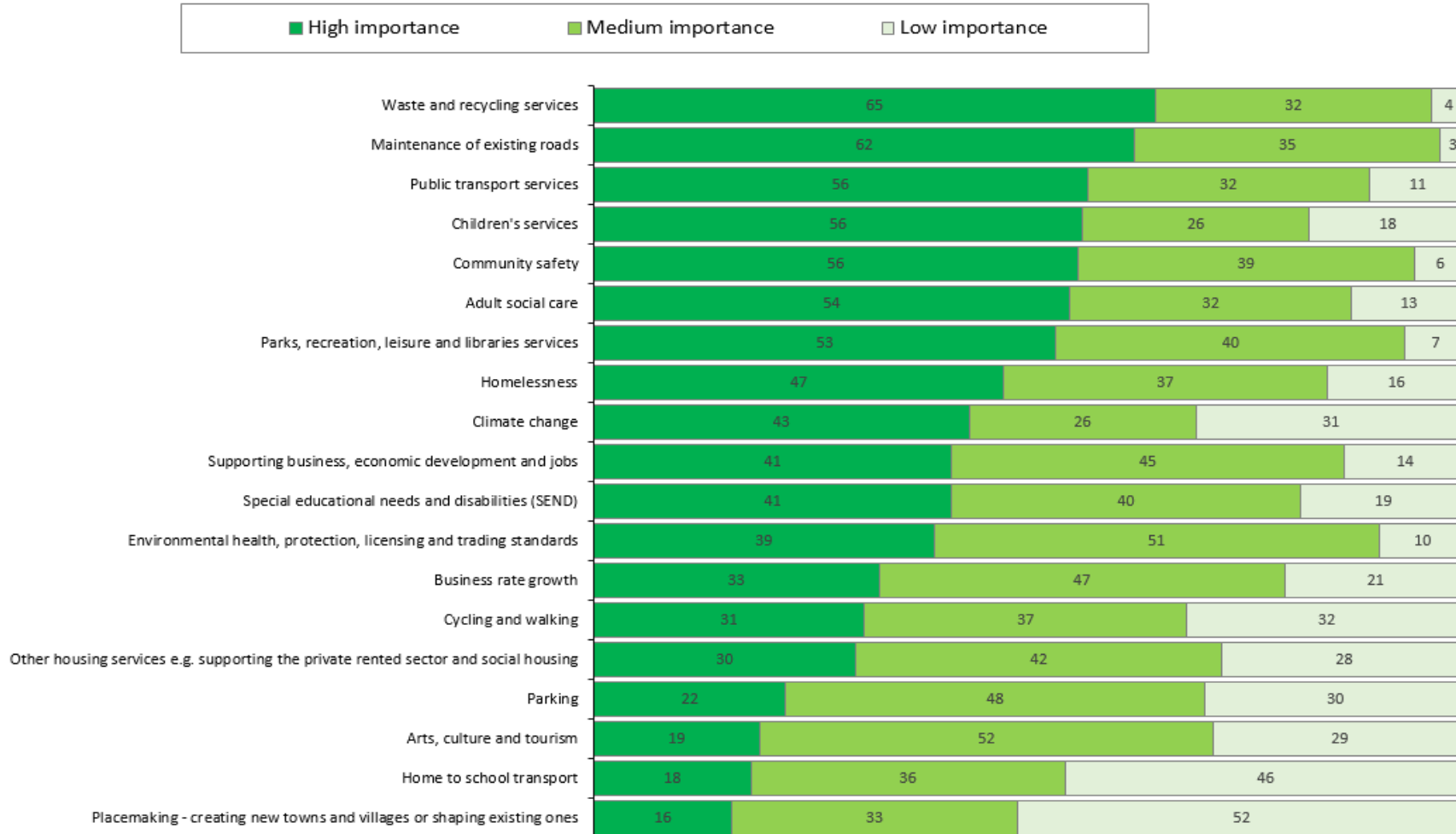


The free text responses supporting this question are interesting because although the option to 'make more services available online' scored a relatively positive response in the chart above, the free text provided many comments to indicate that the panel felt that some parts of the community would find this a barrier as they could not access or use technology as easily as others, and so could become disadvantaged.

APPENDIX 4 – Response from the Citizens Panel on the budget

Areas where innovative and transformative approaches could make services more affordable

Agreement with approaches to 'find innovative and transformative ways to make services more affordable'
(% of respondents giving each option)

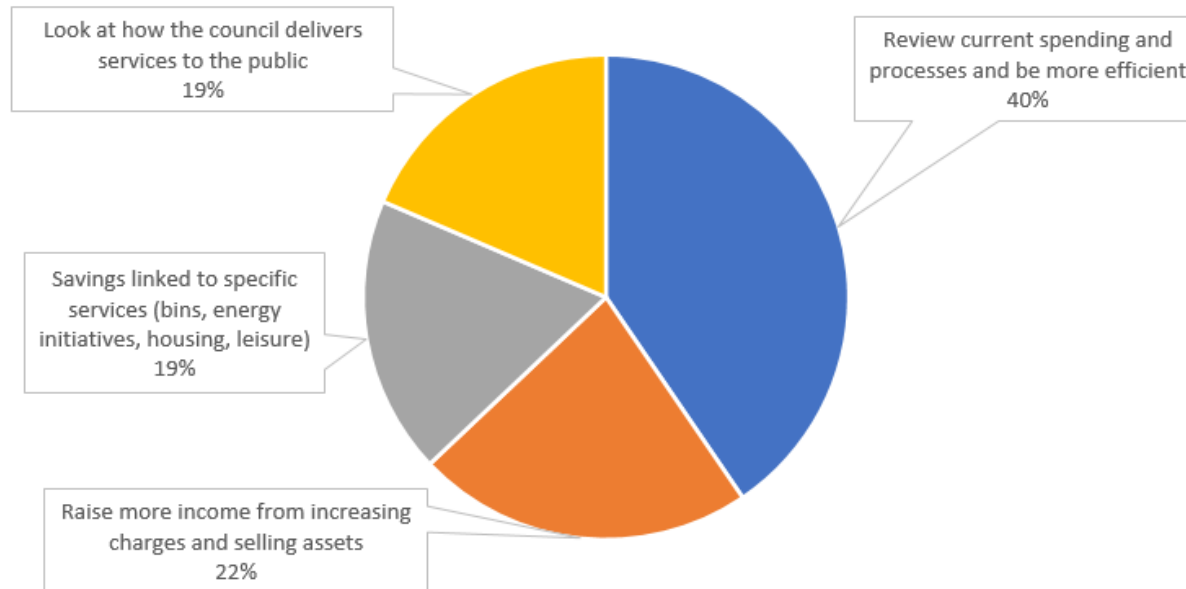


APPENDIX 4 – Response from the Citizens Panel on the budget

Ideas and ways the council can save money and improve services

An open question was shared with the panel members asking for ideas and ways which they felt the council could use to save money and / or improve services. Some of the comments and suggestions have been taken from the responses and grouped into themes below.

Ideas to save or generate money



Page 122

- **Review current spending and internal processes and be more efficient**

Reduce costs by better use of technology, be less bureaucratic and reduce some processes, work together with other councils and partners, do jobs once 'correctly' at the outset and ensure that they are of a high standard, review and evaluate high-cost projects, use quality contractors, award smaller contracts to local people who can contribute and grow the local economy, review decisions about 'what' to spend money and make sure that it is wanted and needed by the community – be wise before spending tax-payers money and scale back on what might be a vanity project, ensure that the online website for council tax is fit for purpose

APPENDIX 4 – Response from the Citizens Panel on the budget

- **Raise more income from increasing charges and / or selling assets**

Be more commercial and fine offending lorries or companies who break weight limits and damage roads, improve enforcement of speed limits and charge more drivers who are caught on speed cameras, congestion charges, fine visitors when they park on council land, introduce charges for discretionary services that are not used by all residents, increase charges for those most able to pay, introduce charges for major users of recycling centres (i.e. over an excessive level), make sure that discretionary charges for specific things cover all of the service costs, sell recycled goods at centres, build council houses to provide rental income, raise a levy on all new house building and use that money to improve local roads, collect all outstanding debts being held, introduce a higher council tax for second homes, bring in residents parking on some streets, look at car parking charges in all the North Somerset towns, invest in council owned industrial units and rent them out to generate business rates, let out empty flats and properties, hold parties in the park or more events on council land, lobby government for a tourist tax

- **Look at how the council delivers services**

- Sharing services - establish services which can be provided on a regional basis or working with other councils e.g. working with Bristol or Somerset, undertake more joined up working with the NHS, share premises with civil service or other government bodies, sharing top management jobs
- Engaging with local councils – devolve some service delivery and asset management to local councils (parks, car parks, environmental health, asset management), encourage communities to set up local renewable energy projects, create community champions the tools to sort out minor issues, allow local councils to contribute to services that could be closed or reduced in their areas, avoid duplication with local councils
- Making use of the community and voluntary sector and volunteers – encourage and help more volunteer organisations, use more volunteers to improve health and well-being, get communities involved in litter picking hedge trimming and park maintenance, use PCSO's to monitor anti-social behaviour groups, use community service punishments to clearing the town, make use of the residents who have retired and they represent a skilled resource, partnership working with third sector organisations who have skills and knowledge

- **Savings ideas linked to specific services**

- Transport - Run a small bus into town on weekend evenings, introduce a park and ride scheme from Worle station to the town centre particularly for events, look at investment in an area and then do the works at the same time to avoid several trips, change some traffic signals to peak time only, change the buses for transporting children to smaller ones in village locations,

APPENDIX 4 – Response from the Citizens Panel on the budget

- Health and social care - Invest in the health of the people in the area which in turn will reduce the need for social care, increase social care capacity to improve healthcare, employment and housing,
- Leisure - Build or convert new sports centres, less management of open spaces and more re-wilding / eliminate re-wilding, invest in leisure if fewer holidays abroad, extension to Strawberry Line and invest in cafes and businesses along the route
- Climate - Invest in renewable energy generation on council property, invest in solar panels and electric vehicles for the council, reduce street lighting, turn off all council buildings at night
- Waste - Incentivise people to recycle more, try to generate better markets from recycling, e.g. biomass, energy, aggregates from plastics, provide water butts at reduced cost to protect water resources, change the arrangements for bulky waste as too expensive, only collect black bins every 4 weeks instead of 2 to encourage more recycling / bin collection could be extended by another week

APPENDIX 5 – Risk register summary and sensitivity analysis examples

	Risk area	Initial Risk Score			Potential mitigation	Risk Score After Mitigation		
		Likelihood	Impact	Score		Likelihood	Impact	Score
1	Legacy overspending through not delivering a balanced budget in 2022/23	3	4	12	Month 8 budget monitor shows a projected net over spend of £1.5m, although still has a contingency budget of £1.4m to call upon. The 2023/24 recommended budget has allocated growth to these key areas of ongoing pressure to re-base the budgets meaning that there is a lower probability that adverse variances will continue into future years.	3	3	9
2	Sustained increase in inflationary factors which have the potential to drive the council's future costs above the assumptions reflected within the MTFP for Pay, Energy and Contracts	5	4	20	Efforts have been made to review and assess assumptions for cost increases across the period of the MTFP and align these to benchmarking or national rates. Uncertainties around pay will largely be driven by the governments National Living Wage policy, although it is likely that there will be an associated impact on the council's contract costs. All indices will continue to be closely monitored and compared to MTFP assumptions. The annual revenue budget does include an unallocated contingency budget of £1.4m and holds sums in its reserves.	4	4	16
3	The ongoing impacts associated with higher interest rates, which could increase borrowing costs or provide an opportunity to increase returns on external investments	3	5	15	The council's capital strategy will aim to manage capital spending within an overall affordability envelope which means that it could scale back on spending in other areas if borrowing rates increase beyond budget levels. An increase in investment interest rates will provide an opportunity to generate more returns for the council.	3	3	9
4	Unable to mitigate budgeted demand pressures within children's social care and home to schools transport as well as other services such as adult social care, waste collection, coroners service.	4	4	16	Cost & volume data has been incorporated into the monitoring processes along with indicative growth for core demand in future years, which reflects the latest levels of demographic and an estimate of further demand growth.	3	4	12
5	Unable to achieve financial savings in all areas of the council's budget, given that savings of over £10m have been included for delivery in 2023/24	4	4	16	Detailed delivery plans have been drawn up to support achievement of savings plans, and attention given to capacity and existing service pressures. Savings plans will be embedded within the council's monitoring framework to ensure continuous review and scrutiny. Provision has also been included as a contingency within the revenue budget to offset some minor delays.	3	4	12
6	Unable to deliver and sustain the locally generated housing and business rate growth required to align to budgeted income streams	4	5	20	Increased focus on delivery of outcomes through regular reviews with planning and place-making teams who are monitoring effective delivery of housing growth. Implement a robust monitoring system to assess and report on collection rates for business income following the rollout of the national Revaluation process.	3	4	12
7	Uncertainties in future funding levels following potential changes to local government finance arrangements	3	5	15	The council has been provided with details to support a one-year funding settlement for 2023/24 as well as a policy paper to indicate a commitment to providing stability in 2024/25. There remains a great deal of uncertainty beyond this period which may be driven by national political and economic change. The council will continue to lobby for further certainty to enable it to prepare robust medium term financial plans, through individual work as well as through liaison with other councils and stakeholders.	5	4	20

APPENDIX 5 – Risk register summary and sensitivity analysis examples

	Risk area	Initial Risk Score			Potential mitigation	Risk Score After Mitigation		
		Likelihood	Impact	Score		Likelihood	Impact	Score
8	Uncertainties relating to new funding streams for Adult Social Care and also the potential future implications arising from delaying some elements of the Health & Social Care Reforms	3	4	12	Prudent assumptions have been reflected within the MTFP about the extent to which increases in adult social care funding will be reflected within the MTFP to support core areas of spending and also a range of new initiatives and outcomes, although these will only be assess and potentially mitigated when grant conditions and responsibilities are shared. There remains ongoing uncertainty in relation to Social Care Reforms, i.e. the funding as well as the impact on the council, residents and the wider sector which will only be mitigated when further information is released.	3	3	9
9	Financial stability of providers, including those providing adult social care services and also leisure services	3	5	15	The council will continue to apply annual uplift fees to social care providers taking into account inflationary increases in costs, whilst maintaining affordability for the council. Additional funding in respect of the Fair Cost of Care will also be passported onto providers within the market to ease pressures in accordance with govt guidance and a Market Sustainability Plan will be published. Sharp rises in energy costs over the past year have impacted on leisure providers who were still trying to recover from Covid. Support has been provided and further measures are planned to ensure that council owned assets are maintained to ensure a full range of facilities can be provided to residents and mitigate losses.	2	5	10
10	Inability to reduce the annual Dedicated Schools Grant deficit in the short term	5	5	25	The council has been working closely with the government on its Safety Valve Programme which is an initiative that helps councils to deliver a sustainable financial operating position within the DSG budget, particularly in the High Needs Block. As a result a range of options are currently being considered, which if implemented, will impact on future levels of annual spending in this areas. It is anticipated that the Safety Valve discussions will also have a positive impact on the council's Deficit balance through a release in additional funding, although the Deficit is currently not chargeable to the General Fund following a temporary change in the accounting regulations.	5	4	20
11	Prioritising, funding and implementing major infrastructure projects within the Capital Strategy to ensure that the council strategically plans for the future in terms of ensuring that the aspirational vision of the council is focused on delivering the needs for the residents and business within our communities.	5	5	25	The council's Capital Strategy has been developed alongside the MTFP and officers and Members are focused on ensuring that all of the needs of the organisation (for both today and the future) are captured and considered before any decisions are made. Any spending plans for new projects, as well as risks associated with existing projects, will need to be prioritised within an overall affordability envelope because all such plans must be sustainable within the context of the MTFP.	4	5	20
12	Availability of one-off revenue resources to mitigate risk, and fund investment in key priorities such as transformation. This also includes ensuring that the council has sufficient capacity to support and deliver new projects, particularly those which have external funding.	3	5	15	Retain a contingency budget of £1.4m as well as General Fund working balance of between 4-6%. Mitigate current and future overspends through rigorous financial monitoring to protect use of existing risk reserves. Review opportunities to increase reserves and identify investment resources.	3	3	9
13	Impact of more frequent and impactful weather conditions	4	3	12	Repairs and maintenance programme focused on asset management approach. Renewed emphasis on climate change in all policies and decisions. Greater emphasis on risk assessment measures and early intervention where possible.	3	3	9
14	Impacts arising from the Cost of Living Crisis which could present across many areas of the council's budget, e.g. increased demand for services, lower levels of income collected (including council tax)	4	3	12	Forecast levels of demand have been considered on a service by service basis to assess if adjustments are needed. Work has been undertaken to understand the impacts of support packages implemented through the CoL working group. The draft budget will also reflect the £100m of govt support to increase council tax support.	3	3	9

APPENDIX 5 – Risk register summary and sensitivity analysis examples

Scoring matrix

Council-wide Risk Management Matrix - applied to the MTFP Strategic Risks

				Likelihood				
				Rare - less than a 5% chance 1	Unlikely - 6% to 20% chance 2	Possible - 21% to 50% chance 3	Likely - 51% to 80% chance 4	Almost certain - 80% plus 5
Impact	Critical	affecting 25% of a budget or impact of up to £1m	5	LOW / MED	MEDIUM	HIGH	HIGH	HIGH
	High	affecting 16% to 25% of a budget, litigation/claims/fines of up to £500k	4	LOW	MEDIUM	MEDIUM / HIGH	HIGH	HIGH
	Medium	affecting 6% to 15% of a budget, litigation/claims/fines of up to £250k	3	LOW	LOW / MED	MEDIUM	MEDIUM / HIGH	HIGH
	Low	affecting 1% to 5% of a budget, litigation/claims/fines of up to £100k	2	LOW	LOW	LOW / MED	MEDIUM	MEDIUM
	Negligable	affecting up to 1% of a budget, litigation/claims/fines of up to £50k	1	LOW	LOW	LOW	LOW	LOW / MED

5	10	15	20	25
4	8	12	16	20
3	6	9	12	15
2	4	6	8	10
1	2	3	4	5

APPENDIX 5 – Risk register summary and sensitivity analysis examples

Examples of sensitivity analysis / scenarios relating to items included within the council's financial modelling			
Area	Example Change in Demand	Potential Impact £000	Notes and supporting information
Costs associated with the demand for places for Looked After Children	5%	500	The average unit cost of a placement for a looked after child is c. £30,000 per annum. However this varies substantially depending on the type of placement, with an in-house foster placement costing c. £16,000 per annum and an average residential placement costing c. £250,000 per annum. There are currently c. 310 placements included within our cost and activity monitoring.
Costs associated with the demand for adult social care	5%	4,250	The average gross cost of a long term adult social care package is c. £545 per week or £28,500 per annum. However, this varies depending on the type of placement, with the average home care package costing £255 per week and the average residential care package costing £855 per week, although the highest cost packages can be in excess of £5,000 per week. There are currently c. 3,075 live placement packages including within our cost and activity monitoring.
Costs associated with the demand for SEND home to school transport	5%	153	The average cost per head of a Special Educational Need and Disability (SEND) pupil transport is c£5,000 per annum. This value does however vary depending on the type of transport required and the location of the placement, for example the average out of county placement cost per head is £9,800 per annum and the average parental mileage allowance is £2,300 per annum. There are currently 613 SEND pupils receiving home to school transport.
Cost associated with the disposal of residual waste (from black bins)	5%	37	It costs the council £122.51 to dispose of a tonne of residual waste. The forecast tonnage for 2022/23 is 6,085 tonnes
Costs associated with employing staff	5%	4,000	The council budgets for 1,354 full time equivalent staff within the revenue budget with costs starting from £28,000 per person per annum, which means that the total pay-bill will be over £65 million in 2023/24 (including overheads).
Cost of borrowing to support the capital programme	1%	1,610	The council has a borrowing need of £161 million over a 5-year period to support investments within its capital programme - if interest rates were to increase by 1% then this would cost the council £1.6m more in borrowing costs than current forecasts.
Income generated from selling recycling materials	5%	120	The budgeted level of waste recycling material income for 23/24 is £2.4m
Income generated from council tax	1%	1,256	There are 81,014 Band D equivalent properties showing within the taxbase forecast for 2023/24, which means that a 1% increase on the level of council tax would generate additional income of £1.256m per annum
Income generated from sales, fees and charges	1%	352	The council, like many others across the country, charge for a range of services within permitted guidance and currently expects to receive over £35 million of income through its sales, fees and charges policy. Examples are varied and include; residents paying a contribution towards their social care costs, charging fees for planning applications and providing building control services or food inspection certificates, providing licences to taxi drivers and landlords, as well recovering the cost of providing car parking and garden waste services. Modelling shows that if a 1% increase was applied to these income budgets then £352,000 more income would be generated. However, it is important to note that some charges are set nationally and increases may not be allowable which means that more detailed modelling would be required to understand the impact for individual areas.

This table provides a range of examples to show how the council's costs or income assumptions 'could' change in the future depending on different scenarios. It is not anticipated that these will become likely scenarios, but do provide context as part of understanding the budget forecasting.

ASSURANCE STATEMENT FROM THE SECTION 151 OFFICER

The following are the summary assurances and recommendations of the council's Section 151 Officer who is Amy Webb, the Director of Corporate Services.

A Review of the Revenue Budget

In relation to the 2023/24 revenue budget I have examined the underlying base spending position, assessed future demand forecasts, considered potential risks and future impacts, and also reviewed the draft savings proposals which are to be included within the budget for next year.

I believe that, whilst some elements of the council's spending and service delivery proposals are challenging, they are nevertheless achievable given the political and management will to implement the required changes, good management, and the sound monitoring of performance and budgets, which has been evidenced this year, whilst continuing to deal with the on-going financial volatility which has arisen from the sharp rises in inflation in areas such as pay, energy and contracts.

I am satisfied that sufficient management processes currently exist within the council to deliver this budget and to identify and deal with any new problems which may arise during the year, this of course includes the continuation of demand led pressures for some of our core services.

The council must however recognise that the financial information that it has received from the Government in respect of a funding package to support spending **over the medium-term**, is insufficient as it has only provided a detailed settlement package in respect of the 2023/24 financial year, and only a series of policy headlines to inform funding levels for 2024/25. Nothing has been provided to indicate how much money the council might expect to receive, or be allowed to generate locally, beyond that point.

My recommendations are also conditional upon:

- The council approving the updated projections within the Medium Term Financial Plan for 2023/24 to 2026/27,
- Directors and managers not exceeding their ongoing operational allocated base budgets,
- Taking every opportunity to ensure that underspends or favourable windfall variances are fed into the council's bottom line as a first call rather than be used for alternative purposes within the service, thereby ensuring a one-council approach to financial management and a more strategic use of resources to meet the council's Corporate Plan aims,
- Not considering further calls on reserves other than for those risks that have been identified, those that could not have been reasonably foreseen and that cannot be dealt with through management or policy actions. Any excess reserves should be targeted towards business transformation, asset management and invest to save initiatives, economic recovery following the pandemic or to smoothing reserves to

mitigate further risks associated with current issues such as demand-led pressures and broader economic impacts,

- A recognition that the level of reserves and corporate risk assessment need to be regularly reviewed in the light of changing circumstances and that the council needs to show a commitment to maintain reserves at a level which provides adequate cover for most identified risks during the planning period, and
- That the council has arrangements and resources in place to **consider value for money in preparation for future years' budgets.**

B Adequacy of Reserves

In relation to the adequacy of reserves, I recommend the following Reserves Strategy based on an approach to evidence the requisite level of reserves by internal financial risk assessment. The Reserves Strategy will need to be reviewed annually and adjusted in the light of the prevailing circumstances.

B1 Introduction and background

Section 31a of the Local Government Finance Act 1992 requires billing and precepting authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement. The Local Government Act 2003, Section 25 requires the council's Section 151 officer to report to the council on the robustness of the estimates made and the adequacy of the proposed financial reserves assumed in the budget calculations.

Best practice on the use and management of reserves and balances is provided by CIPFA and the Local Authority Accounting Panel (LAAP) guidance, specifically LAAP Bulletin 99 - 'Local Authority Reserves and Balances'. This was issued in July 2014, but since then many references have been made to the scale of public sector reserves by various parties.

In setting the revenue and capital budgets, the council must consider the known key financial risks that may affect its plans and these will either be explicitly provided for within the base budget or be offset and held against the unallocated contingency budget or the council's general fund working balance and other earmarked reserves. Throughout 2022/23 the council has experienced additional pressures on its revenue budgets due to ongoing demand for services alongside economic conditions, significant inflationary and costs.

The council recognises that there is an increasingly high degree of risk in terms of making specific decisions around its Medium-Term Financial Plan (MTFP) and that reserves will play a part in the overall strategy and the level of working balances needed to provide assurance as to the robustness of the budget estimates.

An MTFP risk register is regularly updated which reflects the most significant areas of the council's financial planning, these are reported to members through reports to the Executive and Council.

In addition, there are specific concerns across the sector relating to the possible end of the statutory override period in relation to the Dedicated Schools Grant deficit, which has been extended for a further two years until the end of March 2025. Alongside this, the council has

started its “Safety Valve” negotiation with the Government as to how, in the medium term, the high needs block of the DSG (Dedicated Schools Grant) can be brought into in-year balance and how, consequently, the Government may contribute to reducing the historic deficit which will then inform the level of resources that the council may need to identify from its own reserves to close the gap.

Strategic Context

There are a number of reasons why a Local Government Authority might hold reserves, these include to:-

- Mitigate potential future risks such as increased demand and costs;
- Help absorb the costs of future liabilities;
- Temporarily plug a funding gap should resources be reduced suddenly;
- Enable the council to resource one-off policy developments and initiatives without causing an unduly disruptive impact on Council Tax;
- Spread the cost of large-scale projects which span a number of years.

Reserves only provide one-off funding so the council aims to avoid using reserves to meet regular and ongoing financial commitments, other than as part of a sustainable medium-term budget plan, as part of its obligations under Section 114 of the Local Government Act 1972.

Long-Term Sustainability - Reserves are an essential tool to ensure long term budget stability particularly at a time when the council is facing significant year on year reductions in real terms funding and spiralling costs. Following the COVID pandemic, where a large amount of government funding was made available to support local authorities and activity levels on schemes were hampered, most councils have experienced an increase in their overall level of reserves although a lot of these have reduced to support approved programmes of work and initiatives.

Reserve balances have been identified as a key indicator of financial health and the council continues to have an appropriate level of reserves to deal with identified risks. As a minimum, there are sufficient balances to support the budget requirements and provide an adequate contingency for budget risks.

There are two different types of reserve, and these are;

- ***Earmarked Reserves*** – these reserves are held to fund a specific purpose and can only be used to fund spending associated with that specific purpose. Should it transpire that not all of the agreed funds are required then the agreement of the council would be sought to decide how any remaining balance is to be utilised.
- ***General Fund Balance*** – usage from this Reserve is non-specific and is held to fund any unforeseen spending that had not been included in the base budget e.g. unplanned operational demand resulting in significant costs.

B2: Risk Assessment to Determine the Adequacy of the General Fund Balance

A well-managed multi-purpose council will strive to maintain as low a level of General Fund Balance as possible to free up resources to deliver services, whilst still covering its financial risks.

The council has a robust approach to managing risk and there are effective arrangements for financial control in place. That said, given the high level of influence that third parties, such as suppliers, the Local Government Employers and Government departments have on its income and expenditure, there is always a risk that the Council will unexpectedly become liable for expenditure that it has not budgeted for.

The Council has set its Prudential Indicator for the General Fund Balance as between 4-6% of annual budget which is a commonly used benchmark across the Sector. At the end of 2022/23 it is projected that the General Fund Balance is forecast to be £9.744m, or 5.25% of the council's net revenue budget which is within the acceptable range.

Due to varying revenue budgets, maintaining a consistent level of General Fund Balance will result in the percentage varying over time. Transfers in or out of the General Fund Balance to conform to the range indicated would only normally be considered if there was significant variance or if resources were earmarked to another project.

The prudential indicator is a useful control measure but is a rudimentary way of assessing the adequacy of the General Fund Balance and a more meaningful approach is to develop a risk assessment. The council will consider both measures as part of its annual reserve strategy.

A risk assessment of the adequacy of the Council's General Fund Balance will be carried out regularly to determine the extent to which the Council is exposed to uninsured and unbudgeted losses. The risk assessment for the current financial year, 2022/23 has been prepared and then rolled over as part of the budget setting process with the most significant risks are summarised and shown in Appendix 5. The assessment in respect of the current financial year shows that the impact and scale of potential losses has been estimated to calculate a potential net financial impact of approximately £9.8m, therefore it will not be necessary to amend the amount based on the current risk assessment as the difference of £56k is immaterial.

B3 – Review of earmarked reserves

The council has a number of earmarked reserves which have been established for specific purposes where there have been timing differences at budget setting or year end, or emerging risks or cost pressures. The relevance of, and balance in, each of these is reviewed annually and the council is informed of the latest plans for the balances held in such reserves over the medium term via the Reserves Strategy.

A series of tables have been included below to provide an overview of the council's reserves position following the latest review, which took place in November 2022.

The table below provides a summary of the overall reserves position – high level observations show;

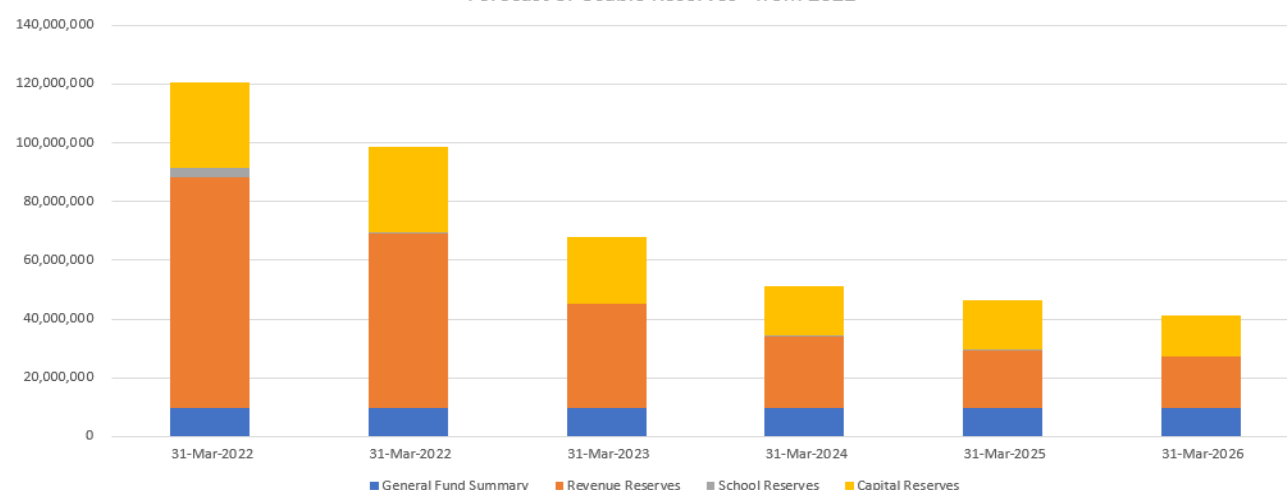
- £9.744m relates to the general fund balance - which has been risk assessed as adequate in paragraph B2 above,
- £59.401m relates to the council's earmarked reserves – further details is provided in the following tables below,
- £28.971m is held for capital and is committed to current projects included within the overall capital programme

- £0.340m relates to schools and is ringfenced accordingly
- There is a forecast reduction of £22.2m, or 18.5% by the end of 2022/23

Usable Reserves Summary		Actual Balance Held 31-Mar-2022 £	Indicative Balance 31-Mar-2023 £	Notes / Comments
Revenue related reserves;				
R1	General Fund Reserve	-9,743,946	-9,743,946	Also called the Working Balance - equates to c5.25% of the annual revenue budget
R2	Earmarked Reserves - Revenue	-78,438,745	-59,401,250	Further breakdown provided below - see Table R2
R3	School Balances & Reserves	-3,388,160	-339,684	Ring-fenced balanced linked to individual schools and projects
	sub total - revenue reserves	-91,570,851	-69,484,880	
Capital related reserves;				
C1	Earmarked Reserves - Capital	-7,316,147	-7,316,147	Ring-fenced council resources to fund projects within the approved capital programme
C2	Capital Receipts	-13,470,528	-13,470,528	Monies from sale of council assets, funding is linked to projects within the approved capital programme
C3	Capital Grants Unapplied	-8,184,013	-8,184,013	Govt grants awarded to specific schemes within the approved programme
	sub total - capital resources	-28,970,689	-28,970,689	
	Total usable reserves	-120,541,540	-98,455,569	

The graph below shows that over the medium term, usable reserves are forecast to reduce by 68% by the end of 2025/26.

Forecast of Usable Reserves - from 2022



The Council has greatest flexibility over the use of its Earmarked Revenue Reserves and so these are explored in more detail in the following two tables.

R2 - Summary of Earmarked Revenue Reserves		Actual Balance Held 31-Mar-2022 £	Indicative Balance 31-Mar-2023 £	Notes / Comments
R2.1	Adults	-8,709,973	-5,819,313	
R2.2	Childrens	-2,884,773	-2,266,988	
R2.3	Public Health & Regulatory Services	-5,913,667	-4,126,537	
R2.4	Place	-13,178,616	-7,410,532	
R2.5	Corporate Services	-5,331,466	-4,021,832	
R2.6	Non-Service - Corporate Reserves	-33,677,086	-27,012,885	Further breakdown provided below - see Table R2.6
R2.7	Non-Service - Property sinking funds	-1,059,016	-1,059,016	
R2.8	Non-Service - Capital, incl S106	-7,684,147	-7,684,147	
		-78,438,745	-59,401,250	

The table above provides a breakdown of the council's earmarked revenue reserves and it can be seen that;

- Each of the **directorates** manages its own earmarked reserves;

- these are actively used to support specific programmes and initiatives delivered by managers in these areas, e.g public health programmes, social care projects, supporting place-making objectives etc,
 - whilst these reserves are subject to annual review and re-prioritisation, the funds are not available to release in support of the council's overall financial position,
 - further detail on each of the individual directorate held earmarked reserves will be provided at the end of the current financial year when the accounts are finalised
- In addition, the council is currently holding £7.684m of reserves relating to S106 agreements, following delivery of new developments across the district – these monies will be used to fund investment in schools, open spaces, libraries, housing and infrastructure
 - The largest section of earmarked reserves relates to the 'corporate' area of the council – a further breakdown is given in the table below.

R2.6 - Extract of Revenue Reserves - Corporate / Council-wide		Actual Balance Held 31-Mar-2022 £	Indicative Balance 31-Mar-2023 £	Notes / Comments
CP1	Collection Fund Smoothing & City-Deal Reserves	-15,921,012	-13,125,392	Technical reserves to smooth financial impacts across years, e.g. Covid Business Rate Relief awarded through several Govt policies
CP2	Insurance Reserve	-2,163,657	-2,163,657	To fund uninsured risks, changes in the value of current claims, claims occurred but not yet reported claims, stop-loss levels
CP3	Severance Reserve	-1,289,989	-1,289,989	To fund severance costs which release MTFP savings
CP4	Financial Risk Reserve	-2,796,178	-1,927,178	To fund unplanned financial risks and also Energy costs in 2023/24
CP6	Covid Grant Reserve	-4,503,548	-4,503,548	Govt grants to be used to fund ongoing impacts associated with Covid (costs and income short-falls)
CP5	Healthier Together Matched Funding Grant Reserve	-2,472,000	-1,372,000	Created at the end of March 2022, linked to Agreement with the CCG March 22
CP7	Driving Growth Reserve	-1,699,704	-110,154	To fund costs associated with Development Programme, linked to Place-making Strategy
CP8	Corporate Transformation Reserve	-1,445,000	-1,298,500	To fund one-off costs associated with transformation activity, which will deliver ongoing MTFP savings
CP9	Corporate ICT & Software Replacement Reserve	-893,380	-853,375	To fund ongoing programme of approved projects, linked to Capital Strategy
CP10	Balance - all other Corporate Reserves	-492,617	-369,091	
		-33,677,086	-27,012,885	

Several of these reserves are technical in nature and support specific accounting treatment, for example the Collection Fund Smoothing Reserve and the City-Deal Smoothing Reserve.

The council has other reserves which are held for the following purposes and are its primary way of flexible resourcing;

- CP4 Financial risk reserve, to fund unplanned risks. This reserve has been used during 2022/23 because of higher than budgeted pay awards and energy prices. It is expected that at least £1.522m of this reserve will need to be utilised in 2023/24 to smooth energy price impacts in the MTFP, alongside Ash die back remediation,
- CP6 Covid Grant Reserve – this is residual non-ringfenced funding which was made available to councils via Section 31 grant. Whilst there are no specific plans to spend against this budget in the current financial year, there are knock on impacts to the councils' supply chain which are still being experienced as a result of the pandemic will remain allocated until the end of the financial year which is when adjustments to reserves will be implemented. This reserve does have the ability to be re-purposed and following approval from Council in January 2023, is currently being considered

as a flexible funding source to support other council priorities, the largest of which would be the Safety Valve discussions with the Department for Education,

- CP8 Corporate Transformation Reserve – this funding is held with strict criteria for invest to save projects within the council, and is expected to support digital transformation alongside other programmes of change to support future MTFP savings delivery

Given the challenging MTFP gap being forecast over the remaining period of the MTFP, alongside the forecast overspend in the current financial year, ***it is not recommended that any of these reserves are transferred or re-prioritised for other uses than those described.***

C Capital Planning

In relation to the Capital Programme covering the period 2022/23 to 2027/28 (including commitments from previous years and new approvals):

- The capital budgets are based on the best information available in terms of project costs and are supported by effective procurement processes which demonstrate value for money,
- The council previously established a Major Projects Capital Delivery Team within the Place Directorate who have the required skills and experience to deliver significant infrastructure projects on time and on budget, and who are supported by a programme management office who ensure a consistent approach is applied to all capital projects,
- The council has embedded the Capital Programme Planning and Delivery board to oversee and manage all aspects of capital spending, approvals and performance,
- Whilst there is currently less certainty around the actual phasing of planned expenditure as this can fluctuate, this will be monitored and developed throughout the year to understand associated cash-flows and assess whether any re-phasing across financial years may need to be carried out,
- The council operates a rolling capital programme which means that changes and additions can be reflected on an ongoing basis, subject to the relevant approvals,
- That the funding identified for the approved capital programme has been assessed as being prudent, affordable and sustainable.

In relation to the medium to long term Capital Programme:

- The delivery of the agreed Capital Strategy and Asset Management Plan remains a critical priority to enable the matching of resources to needs and priorities. Work is ongoing to develop and finalise medium-term service based and asset requirements,
- Funding to support these plans is less developed at this stage although it is accepted that spending plans will have to remain affordable within the context of the Medium Term Financial Plan, which means that some form of prioritisation may be required.

D Assurance

Given all these factors, I, as the council's Section 151 Officer, consider the estimates for 2023/24 to be sufficiently robust for approval by the council. I am also able to advise the

council that the level of general fund revenue reserve is adequate and to recommend a Reserves Strategy which is achievable during 2023/24.

Appendix 3 - Equality Impact Assessments

2023/24 Budget Reduction Proposals – 8th February 2023

1. Introduction

This paper provides Members with information to help them fulfil their equality duties; it should be read in conjunction with the Equality Impact Assessments that have been prepared and provided for each budget reduction proposal in advance of the 8th February Executive meeting.

2. Public Sector Equality Duties

The Equality Act 2010 (Section 149) sets out public sector equality duties, which elected Members must consider. Members will recall that the general duties are to have due regard to the need to:

1. Eliminate discrimination, harassment, victimisation and other conduct prohibited by the Act.
2. Advance equality of opportunity between people who share a protected characteristic and those who do not.
3. Foster good relations between people who share a protected characteristic and those who do not.

Advancing equality of opportunity involves having due regard to the need to:

- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

3. Due Regard

'Due regard' is the regard that is appropriate, in all the particular circumstances. Members must also pay regard to any countervailing factors. The weight to be given to the

countervailing factors is a matter for Members. There is no requirement to take certain steps or to achieve certain results. The duty is only to have due regard to the need to take the relevant steps.

4. Protected characteristics

These general equality duties cover the following protected characteristics:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation
- and marriage and civil partnership. (This protected characteristic applies only to general duty 1.)

In addition to these areas (protected by the general duties) council EIAs also consider the impact on people on a low income.

5. Considering the equality duties

When considering the equality duties listed above in 2, thought must be given to the following areas:

- Meeting different needs includes, for example, taking steps to take account of disabled people's needs.
- Fostering good relations includes having due regard to the need to tackle prejudice and promote understanding between people who share a protected characteristic and those who do not share it.
- Compliance with the general equality duty may involve treating some people more favourably than others.
- The general equality duty also applies to other organisations that carry out services on behalf of the Council.

6. 2023/24 Equality Impact Assessments (EIAs)

To aid understanding and the consideration of these important equality duties, officers have completed initial EIAs for each proposed budget reduction.

The potential impact on equalities groups has been assessed as:

- High
- Medium
- Low
- None – If there are no identified impacts on any protected group

Consideration is then given if the impact is likely to be ‘negative’ or ‘positive’. Taking account mitigating action that is planned or in place, most of the savings are considered to have no, low, or in some cases a positive impact on service users. If the impact has been assessed as potentially having a negative ‘medium’ or ‘high’ impact on service users, then a detailed EIA has been undertaken and is included within this report.

Where the proposals are not yet developed to a stage to allow a more detailed EIA to be completed, such as:

- Redevelopment of Children's Centres into Family Hubs (CH11)
- Revisit safe walking routes to schools (PD18)
- Equipment demonstration delivery moved to alternative venues, closure of equipment demonstration centre at ‘MOTEX’ building. (ASS09)

More in-depth consultation and data analysis will take place as the proposals are taken forward. These EIAs will be prepared taking into account the detailed proposals for further consideration and decision in line with the council’s normal decision-making processes.

As appropriate the detailed EIAs include information about the impact on users of services and council staff, the detailed EIAs include the following important information:

- An assessment of the relevance of the budget proposal to the general equality duties and the protected characteristics.
- Where appropriate, collection and analysis of equality information to ensure equality issues can be fully explored and considered.
- Plans for and results of consultation and engagement with the people affected by proposed changes, to further understand the equality implications of the proposals. (Any consultation and engagement activity will be proportionate to the significance of equality issues to the budget decision)

7. Diversity in North Somerset

It may also be helpful for Members to reflect on the diversity profile of North Somerset.

The Office of National Statistics 2021 Census results indicate that North Somerset has a population of 216,728 people, 111,422 Female and 105,306 Male

Age - breakdown (2020 mid-year population estimates, ONS):

0 to 15 – 38,162

16 to 64 – 126,695

65+ - 51,870 (including 85+ - 7,352)

Sex – There are slightly more females (51.4%) than males (48.6%) in North Somerset. This is in line with the national figures – 51.0% female and 49.0% male)

Race – People from Black, Asian and Minority Ethnic backgrounds make up 4.29% of North Somerset’s population compared to 6.87% of the South West area and 18.95% nationally.

An additional 5.31% of people in North Somerset are from ‘Other White Groups’, which include Irish, European and other White groups. This compares to 5.29% in the South West and 7.51% nationally.

The 2021 Census asked people to identify their first language:

Main language	North Somerset	England
Does not apply	2.87%	3.19%
English (English or Welsh in Wales)	93.32%	87.90%
Welsh or Cymraeg (in England only)	0.02%	0.01%
Other UK language	0.00%	0.01%
Other European language	2.93%	4.36%
Asian	0.59%	3.41%
African	0.05%	0.36%
Sign language	0.03%	0.05%
Other language	0.20%	0.72%

Religion and Belief – 46.6% of the population indicate that they are a Christian, with 45.26% indicating they have no religion, those with a religion other than Christianity make up 1.83% of the population.

Nationally the profile is: 46.32% Christianity, 36.67% no religion and 10.99% other religions.

Sexual Orientation – 90.60% of the population of North Somerset indicate they are Straight or Heterosexual, a further 6.76% of people opted to not answer the question. 2.64% of the population of North Somerset identify as Gay or Lesbian, Bisexual or all other sexual orientations.

Nationally the profile of 89.37% Straight or Heterosexual, 7.46% did not answer, 3.17% identify as Gay or Lesbian, Bisexual or all other sexual orientations.

Gender Identity – this was a voluntary question in the 2021 Census. In North Somerset 94.46% of people identify as the same gender that was registered at birth. 5.20% opted not to answer the question with 0.34% of people identifying as having a different sex registered at birth but no specific identity, Trans woman, Trans man, Non-binary or all other genders.

Nationally this compares 93.47% of people identify as the same gender that was registered at birth. 5.98% opted not to answer the question with 0.55% of people identifying as having a different sex registered at birth but no specific identity, Trans woman, Trans man, non-binary or all other genders.

Unpaid Carers – in North Somerset 4.80% of the population provide up to 19 hours of unpaid care per week, 1.60% between 20 and 49 unpaid care hours a week and 2.40% of people in North Somerset provide more than 50 unpaid care hours per week.

Armed Forces Community – 4.3% of the population of North Somerset have previously served in the UK Armed Forces or the UK reserve Armed Forces

The 2011 Census identified:

Disability - Disabled people make up 17.7% of the North Somerset population, 38,361 people. This compares to 17.7% of the population nationally.

Deprivation - Within the Indices of Multiple Deprivation 2019 the local authority district with a rank of 1 is the most deprived, and the area ranked 317 is the least deprived. North Somerset is ranked at 221.

North Somerset's rank of 221 for overall deprivation compares to a range of 48 to 274 in the South West. Torbay is the most deprived local authority area (48) in the South West, and Bath and North East Somerset is the least deprived (274). North Somerset has 5 LSOAs within the most deprived 5% in England, all within South and Central wards of Weston-super-Mare. There are 12 LSOAs within the least deprived 5% in England, these are spread across the district.

8. Consultation on the 2023/24 EIAs

Draft EIAs were published through the council's website on 21st December 2022, and Members have been encouraged to review and comment on them.

A stakeholder discussion group was held on 12th January 2023 to share information about the 'medium' or 'high' impact EIAs and to seek feedback on the issues raised.

The discussion group included representatives from:

- Citizens Advice North Somerset
- Voluntary Action North Somerset
- Disability Access Group
- SEND And You
- Stand Against Racism and Inequality
- Equality North Somerset
- UNISON

Any further comments received on the EIAs prior to Members considering the Council's budget at their meeting of 21st February 2023 will also be shared with Members.

8.1 Summary of consultation with the Equality Stakeholder Group

Prior to the consultation meeting information about the council's overall budget position was shared including information about our available resources, areas for budget growth and savings proposals.

The Equality Stakeholder Group welcome the opportunity to support the development of the EIAs by providing their views on the proposals made. It is important to note that their role within the process is not endorse, or otherwise, the budget proposal but to share their expert opinion on how they believe the changes will impact on the communities they represent and support.

They provided specific comments on each of the presented budget proposals, and these have been summarised below and incorporated into the EIAs.

In addition to specific comments, they concluded that it is important to recognise the cumulative impact of a number of budget proposals that have been assessed as 'low impact', including in service areas that are seeing an increase in charges against broader national issues such as rising energy and food costs and how this impact is particularly relevant to those on a low income experiencing the cost-of-living crisis.

They also noted that 3* of the EIAs that have been assessed as 'high' or 'medium' are from Children's Services and the cumulative impact on children and families needing this support.

*** Please note** following feedback from the Equality Stakeholder Group, and discussions with Corporate Leadership Team and with Executive Members; CH07 - Review of staffing in Family Support and Safeguarding Teams has been removed from the proposed budget savings. During the discussions the council's equality duties including the duty to mitigate any identified impact were considered and it was agreed to remove the saving. There are now 2 potential 'high' or 'medium' impact savings in Children's Services.

In response to the concerns raised by the Equality Stakeholder Group about the impact on Children's Services it is useful to express the context for the savings proposals. When developing the Medium-Term Financial Plan, the Council was very conscious of a few key factors as follows in Children's Services:

1. Children's Services is on an improvement journey in relation to both social care and SEND
2. Benchmarking indicates that in most areas the Council spends in the lowest quartile in Children's Services, but the one material exception relates to Children's Centres and Early Help, where spend is in the highest quartile and Children's Centres are a discretionary service
3. The costs of placements for looked after children are growing and there is a real need to create more in-house foster care opportunities as the most cost effective and appropriate pathway

As a result, the Council has sought to protect statutory children's services and the draft budget includes investment of c. £600k to support foster care allowances and benefits, on top of the additional growth of £1.3m to support rising costs for children looked after and

children with disabilities. Savings plans in general relate to efficiency savings or to discretionary services.

8.2 Equality Stakeholder Group comments on 'medium' or 'high' impact EIAs

Helpful, constructive feedback was received on the detailed EIAs that were presented as having a potential 'medium' or 'high' impact on equality groups, these included:

CSD7 – Reduce the number of editions of North Somerset Life from 3 to 2 per year

- When consulting on matters of communication we should not rely on online sources for example the Citizens Panel.
- The council should consider the cumulative impact of this reduction in frequency of communication alongside other service changes such as a reduction in the ability to 'drop in' to council gateways.
- A number of suggestions were made about how we can improve communication with equality groups.

PD27 – Delete the vacant Access Officer Post

- Training to embed the principles of good access across the Planning and Major Projects Teams should be designed and delivered in conjunction with the Disability Access Group.
- Formalise consultation on Council led projects with Major Projects Team/School Capital Programmes etc with the Disability Access Group to enable any concerns to be raised early in project development.
- The EIA should acknowledge that the ability to co-ordinate and oversee this important corporate issue will be reduced because of the loss of a dedicated postholder focusing on access issues.

CH09 – Remove final tranche of discretionary funding for under two's childcare

- Ensure the EIA makes it clear the criteria for other potential funding for families who have previously accessed this funding.
- The importance of good communication to agencies who would refer families for this support so they are clear where alternative funding could be obtained in the future.

CH11 – Redevelopment of Children's Centres into Family Hubs

- The analysis of which Children's Centres are likely to close should consider the targeted activity that happens in some Children's Centres. For example, support for the Gypsy and Traveller community in Yeo Valley.
- The ethos of the introduction of Children's Centres (many years ago) was that the centres were available for all, without prejudice. It feels like a step back that there will be a reduction in the availability of Children's Centres without easy access to these services.
- A request that the accessibility of reprioritised sites is considered, for example transport links, car parking
- Concern that there are a number of proposals that impact on services for those accessing early years services and the cumulative impact of these changes.

The consultation responses have been included in and have influenced the development of mitigating actions identified in the EIA.

8.3 Consultation on council budget and spending

In December 2022 members of the Citizen’s Panel were asked for their views on the council’s draft budget. The survey gave panel members the opportunity to comment on council priorities and their views on how the council can balance the budget. Within the survey the following question was also asked:

Are there any fairness considerations that we need to bear in mind when setting the council budget to ensure that people are not treated unfairly due to characteristics like age, sex, ethnicity, disability or any aspect of identity, particularly protected characteristics in the Equality Act 2010?

A range of helpful comments were received. There was a particular focus within the comments on ensuring that council information and services are accessible to those who cannot access technology/online information.

Within our Customer Services Strategy we recognise that digital cannot meet every need. However, promoting digital services allows us to use our limited resources to support our most vulnerable or digitally excluded customers through other channels such as telephony and face-to-face.

We understand that we have a duty to provide reasonable adjustments for those who can’t. We also acknowledge that we need to make sure that our digital services are good enough and provide enough information so that customers don’t have to contact us another way to follow up. We continue to offer contact centres for customers to contact us by phone, face to face appointments at the Town Hall and a range of drop-in services are being piloted across North Somerset.

9 Initial EIAs that identified a potential ‘medium’ or ‘high’ impact

The tables below provide a summary of the area initially assessed as ‘medium’ or ‘high’ impact and the mitigating actions being taken to reduce the level of potential impact wherever possible.

PD27 – Delete vacant Access officer Post 2023/24 saving - £19,000

Reason for Full EIA – Medium impact as a result of the loss of dedicated resources focusing on the access needs of disabled people			
Summary of impacts listed in EIA			
Disabled people	Medium	People in particular age groups	Low

People from different ethnic groups	Low	People in particular faith groups	No
Men or women (including pregnant women or those on maternity leave)	Low	People who are married or in a civil partnership	No
Lesbian, gay or bisexual people	Low	Transgender people	No
People on a low income	Low	Other groups	No
Impact level before mitigation: Medium			
Mitigation listed in EIA includes:			
<ul style="list-style-type: none"> Planned training in conjunction with the North Somerset Disability Access Group for key staff including Planning and Major Project Teams. Ongoing assessment of Design and Access Statements on planning applications. Where appropriate work with external consultants as a part of Capital Projects to ensure access needs are being considered through the project. 			
Impact level after mitigation: Low			

**CSD7 - Reduce number of editions of North Somerset Life from 3 to 2 per year. Also look to increase income opportunities
2023/24 saving - £39,000**

Reason for Full EIA – Customers will have less access to council information and news. This is likely to have a particular impact on older people and disabled people who may have less access to e-life magazine. Also, those who may not be able to afford data/internet access to a low income or the impact of the current financial crisis.			
Summary of impacts listed in EIA			
Disabled people	Medium	People in particular age groups	Medium
People from different ethnic groups	Low	People in particular faith groups	No
Men or women (including pregnant women or those on maternity leave)	No	People who are married or in a civil partnership	No
Lesbian, gay or bisexual people	No	Transgender people	No
People on a low income	Medium	Other groups	No
Impact level before mitigation: Medium			
<ul style="list-style-type: none"> Monthly e-Life will be produced, which is currently sent to approximately 70,000 unique email addresses Consultation with equality groups to inform the approach the council is taking to targeting communications to the groups less likely to access e-Life. Tailor the articles in the remaining 2 annual editions of North Somerset Life to ensure they focus on relevant information and services to those who are less likely to access e-Life. 			

<ul style="list-style-type: none"> • Make e-Life information more prominent in libraries so people using the free access computers are signposted to the information provided.
Impact level after mitigation: Low

CH09 – Remove final tranche of discretionary funding for under two’s childcare 2023/24 saving £80,000

Reason for Full EIA – This saving relates to a significant reduction in the funding available for children aged 0-2, who have been assessed as being at risk of not reaching their full potential. The funding is provided to enable those children to access a funded childcare place for 10 hours per week.			
Summary of impacts listed in EIA			
Disabled people	Medium	People in particular age groups	Medium
People from different ethnic groups	Low	People in particular faith groups	Low
Men or women (including pregnant women or those on maternity leave)	Medium	People who are married or in a civil partnership	Low
Lesbian, gay or bisexual people	Low	Transgender people	Low
People on a low income	Medium	Other groups	Medium
Impact level before mitigation: Medium			
Mitigation listed in EIA includes:			
<ul style="list-style-type: none"> • Children whose families are working with our Family Support and Safeguarding Teams (i.e., allocated social worker) Section 17 budget may be used to support access to childcare. Other children that could have been eligible for 0-2 funded childcare, the referrer can seek funding from the Supportive Families Grant • Funding will continue for those children already in receipt of funding. This will enable a smooth transition to the 2-year-old funding to ensure continuity of the education and care to those children we have already made a commitment to. • Communication with providers to ensure those who would be eligible for 0-2 funding are aware of alternative sources of potential funding 			
Impact level after mitigation: Low			

CH11 – Redevelopment of Children’s Centres into Family hubs 2023/24 saving - £150,000

Reason for Full EIA – This proposal impacts upon a service designed and provided for children and families across North Somerset. Important services are provided to a range of equality groups including children aged 0 to 18, young people up to 25 with SEND, parents and carers. Any changes need detailed consideration of the equality impacts.			
Summary of impacts listed in EIA			
Disabled people	Medium	People in particular age groups	High

People from different ethnic groups	Medium	People in particular faith groups	Low
Men or women (including pregnant women or those on maternity leave)	High	People who are married or in a civil partnership	Low
Lesbian, gay or bisexual people	Low	Transgender people	Low
People on a low income	High	Other groups	High
Impact level before mitigation: High			
Mitigation listed in EIA includes:			
<ul style="list-style-type: none"> • The proposal is for the re-development of a number of Children's Centres into Family Hubs, whilst the number of Children's Centres will reduce the review is designed to develop a wider offer to children and families across North Somerset. • The development of the service includes direct work with families being delivered from outside of the Children's Centre buildings. • A full consultation and analysis of equality data will be completed and used to inform the redevelopment of the service. As this work progresses equality impact assessment(s) will be prepared taking into account the detailed proposals for further consideration and decision in line with the council's normal decision making processes. 			
Impact level after mitigation: Medium			

10. Impact on North Somerset Council staff

The approach to managing workforce reductions has been developed in the context of a significant reduction in funding of public services.

Given the scale of budget reductions, unfortunately some job losses are inevitable. However, the council's stated policy is to avoid compulsory redundancy whenever possible. The approaches proposed within the current savings include:

- Deletion of vacant posts and reorganisation of existing workloads in conjunction with teams. Where workloads and job roles change as a result of a budget proposal existing staff will continue to be supported and their workloads monitored through individual one to ones and team meetings. (Including ASS11, CH03, CSD1, CSD9, PD25 and PD27)
- Funding posts in alternative ways, for example some existing homeless prevention posts will be paid by a specific grant (ASS17) and within Procurement services (CSD5)
- Other positive initiatives are also in place such as the Annual Leave Purchase Scheme allowing employees to purchase an additional 1 or 2 weeks leave (CSD8)
- Increasing vacancy management targets where vacancies across the directorates and the savings that will be incurred as a result of having vacancies are managed by Directorate Leadership Teams (CH05, CSD25 and PD39)
- The potential transfer of employees to new service operators in the Sea Front Staff Review (PD13) and through a review of the commercial models for Somerset Hall, Playhouse Theatre and The Tropicana (PD14)
- Some staff will also see their work base change, for example relocation of staff from shared office accommodation with Avon and Wiltshire Mental Health Partnership

(ASS10) and the relocation of the Family Support and Safeguarding Team to alternative accommodation (CH02).

If workforce changes are required, we will commence consultation at the earliest possible opportunity, irrespective of the number of employees involved.

10.1 Diversity across Council Workforce

It may be helpful for Members to be aware of the overall profile of the Council's workforce, which is shown below, dated December 2022:

The Council currently employs around 1,460 people outside of schools.

Age - the age profile of the non-school workforce is shown in the table:

Age Range	Percentage
16 - 20	0.9%
21 - 30	11.6%
31 - 40	18.6%
41 - 50	27.8%
51 - 65	38.2%
Over 65	3.0%

Sex – 75% of the non-school workforce are female.

Ethnicity – 85% of the non-school workforce are from English/ Welsh/ Scottish/ Northern Irish/ British Groups. The remaining 15% are from Black and Minority Ethnic (BME) and 'Other White' groups. (Figures based on the number of staff who have declared their ethnicity on iTrent)

Disability – 14.2% of council staff have declared that they have a disability. (Figures based on the number of staff who have declared if they have a disability on iTrent)

Gender re-assignment, sexual orientation & religion or belief - there is insufficient data currently held to accurately report on the workforce profile in relation to these areas

11. Cumulative impact of Budget Reduction Proposals

11.1 Introduction

Creating a picture of how people are being affected by the Council's budget proposals and proposed future changes to services is difficult and complex. People are different in terms of their needs and expectations; people's interaction with public services and level of support they need will vary considerably.

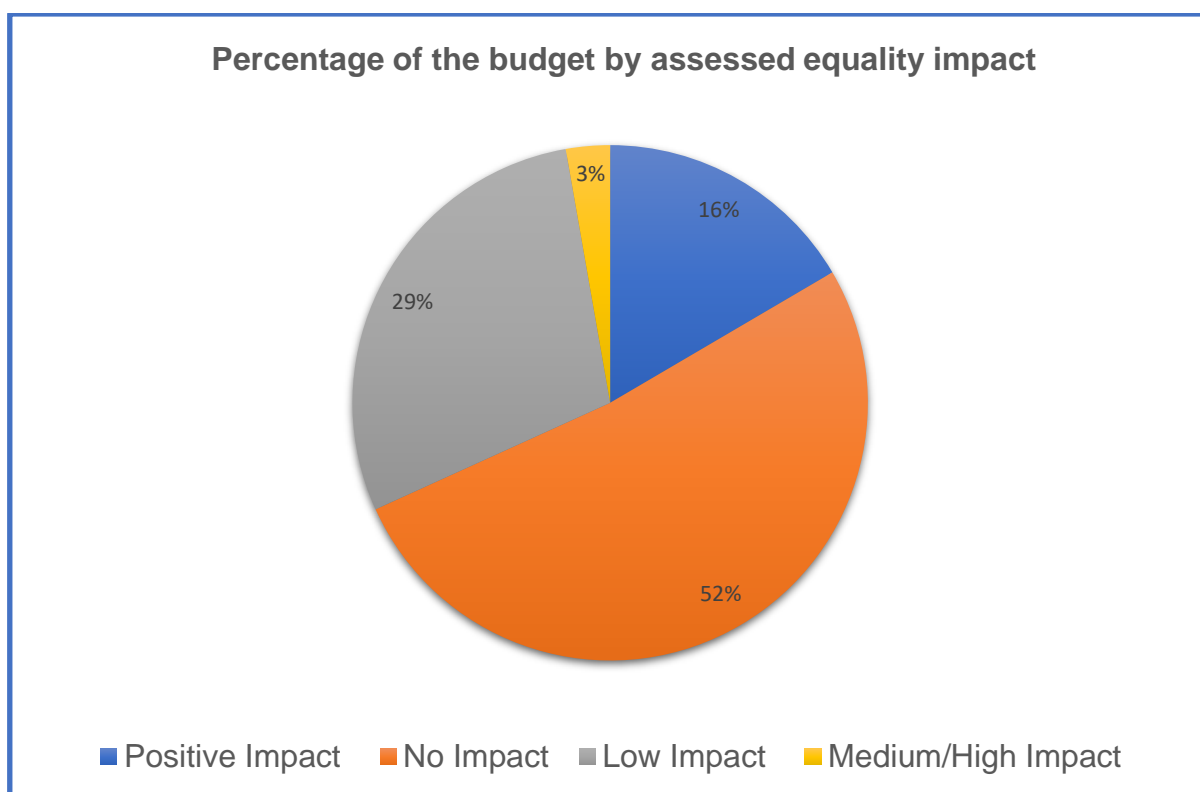
The publication of all EIAs at the same time and altogether in one place (in this report and on the council's website), in advance of Council considering the 2023/24 budget, should help Members gain an overall picture of the impact of the proposed changes.

In addition, this report identifies areas where protected groups may potentially be more effected by the budget reductions and how they have been considered in more detail and mitigating actions proposed.

11.2 Summary of Equality Impact Assessments

Analysis of the EIAs, show that 82 budget reduction proposals have been assessed as having the following potential impact on equality groups:

- 6 assessments indicate that service users should see a positive impact as a result of the budget proposals. The value of these proposals is £1,725,000, or 16.6% of the value of the proposed budget savings.
- 45 assessments indicate that there should be 'no' impact on equality groups through the implementation of the budget reduction proposals. The value of these proposals is £5,384,000 or 51.7% of the value of the proposed budget savings
- 27 assessments indicate that there could be a 'low' impact on some equality groups through the implementation of the budget reduction proposals. The value of these proposals is £3,024,000 or 29% of the value of the proposed budget savings
- 4 assessments indicate that there could be a 'high' or 'medium' impact on some equality groups through the implementation of the budget proposals. The value of these proposals is £288,000 or 2.8% of the value if the proposed budget savings. Although it should be noted that after mitigation actions it is assessed that the impact in all 'medium' impact savings will be reduced.



11.3 Positive Impacts

6 of the 2023/24 budget proposals have identified a positive impact on equality groups. Improvements and innovations in delivering services has resulted in improved outcomes for service users, the method of delivery may have changed but positive outcomes are being achieved, examples of these include:

- An extension to the extra care provision; improving the availability of housing with support as an alternative to residential care for older people (ASS02)
- The ongoing use of Technology Enabled Care (TEC) to improve long term outcomes for disabled and older people. (ASS03, ASS04, ASS06)
- The identification of new supported living schemes to enable an accommodation shift away from residential care for older people and those with a learning disability (ASS08)

11.4 'No' Impact Assessments

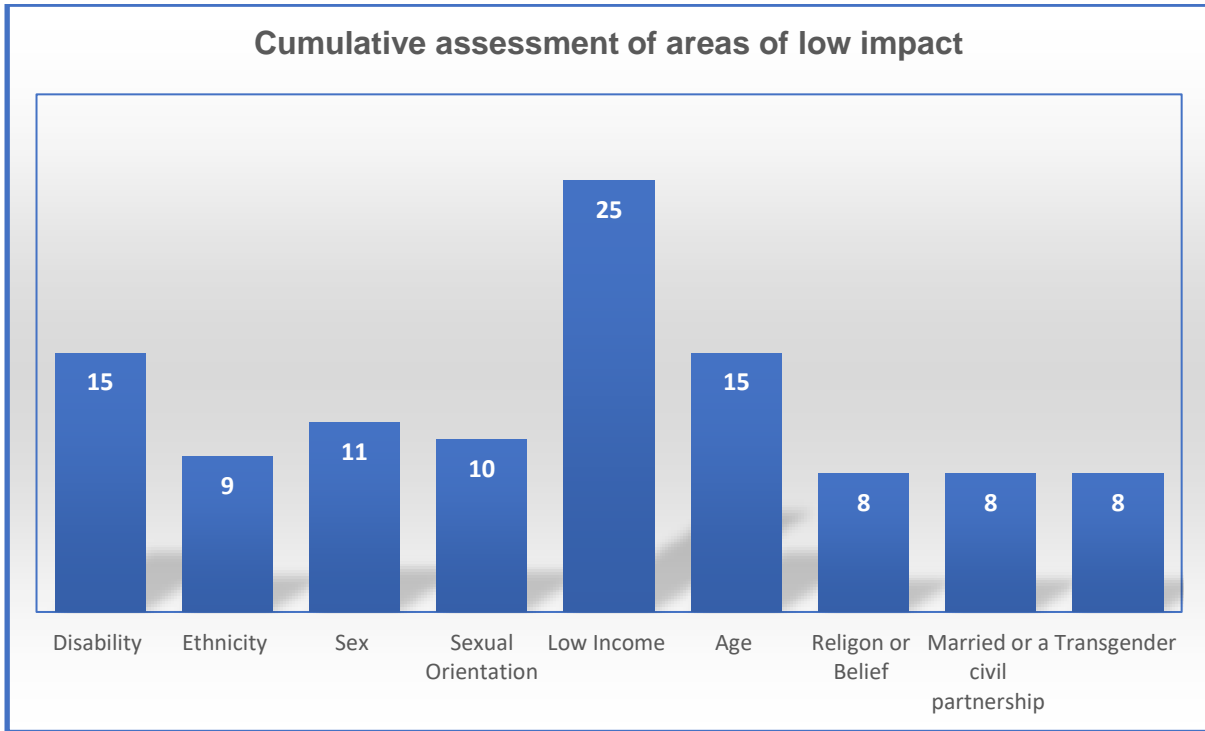
Through their assessments officers have identified 45 areas where they do not anticipate any impact on equality groups because of a change planned in the budget reduction proposals. Examples of the type of savings proposals which would have 'no' impact on equality groups include:

- Technical financial adjustments
- Use of alternative provision of services, for example through providing direct payments
- A review of services and contracts provided by external organisations to ensure maximum efficiencies
- Maximising income in areas such as the onward sale of recyclable materials received at the transfer station

11.5 'Low' Impact Assessments'

27 proposals have been identified as having a potential 'low' impact on one or more equality groups.

The table below indicates the cumulative total of officer's assessment of areas with a low impact:



Of note in this assessment is the impact on those on a low income, those in specific age groups whether older people or children, disabled people and where men or women access the service differently, or in larger proportions than the opposite sex.

Low income – We acknowledge the risk that a cumulative impact of multiple proposals which aim to increase charging may have a negative impact on households who have a low income and people living in poverty unless this is adequately mitigated. We have addressed this risk as far as possible by protecting frontline services and prioritising services for those most in need. Changes in important areas such as social care will continue to adopt a means tested approach to ensure affordability of any proposed changes.

Age – A significant amount of our services are ‘age -based’, either for children or older people so by default any changes to those services will have an impact on those in a particular age group. Any changes to those services need to ensure they consider the way that people of different ages access services, for example this includes the consideration of the way that older people access information and services when planning digital and online services, young people rely on public transport to access facilities etc.

Disability – Any proposed changes to services must ensure that they continue to consider the need to provide accessible and alternative solutions to enable disabled people to access information and services. Any changes in charges for services that aim to benefit or support disabled people should also be reviewed to ensure we are not impacting upon our duty to advance equality of opportunity.

Sex – often there is a difference in the way that men and women access services so there is likely to be a disproportionate impact where for example more women than men use a service. Differences such as the prevalence of women as carers for children and older relatives will also have an effect on the impact of a change on the basis of service user's sex. Existing economic or health inequalities may also mean that women can be more dependent on council services.

The impact on service users and council staff continues to be monitored as budget proposals are implemented and measures put in place to further reduce impact wherever possible. Further work on a detailed cumulative impact assessment will be completed in preparation for the 2024/25 budget.

12. Conclusion

Whilst the MTFP for 2023/24 is proposing higher levels of savings than have been required in previous years, the council's budget proposals do also include increased spending plans of over 33 million and over half of this increase will be put into supporting adults and children's social care budgets.

From an equalities perspective it is very positive to note that the much of the focus associated with the delivery of the £11 million of savings proposals continues to be on transforming services, reviewing income, and driving efficiencies in services with the aim of protecting front line services wherever possible. In particular the approach to:

- Maximising independence and well-being in Adult Social Care,
- Delivering efficiencies within our contracts and looking at the way in which we commission services,
- Reviewing services, income generation and matching the budget to the demand across Place Directorate and Corporate Services.

This is reflected in there being just 4 budget proposals that have been identified as having a potential 'high' or 'medium' impact EIAs.

Through a more detailed review of these savings, officers have identified a range of options to mitigate the impact of the savings and the potential level of impact has been reduced in all 4 budget proposals.

13. Monitoring the Impacts of the budget reduction proposals

Within each EIA there is detailed information about the mitigating actions that are being taken to ensure that any impact is reduced where possible. The budget proposals are regularly monitored by the Corporate Leadership Team, the Executive, and Policy & Scrutiny Panels.

14. Completed Equality Impact Assessments

Please see the following for completed Equality Impact Assessments:

Page 18 – Equality Impact Assessments Adult Care

Page 94 – Equality Impact Assessments Children’s Services

Including the full Equality Impact Assessment for:

- C09 - Remove final tranche of discretionary funding for under two’s childcare (Page 123)
- CH11 - Redevelopment of Children’s Centres into Family Hubs (Page 139)

Page 158 - Equality Impact Assessments Corporate Services

Including the full Equality Impact Assessment for:

- CS7 - Reduce number of editions of North Somerset Life from 3 to 2 per year. Also look to increase income opportunities (Page 181)

Page 246 – Equality Impact Assessments Place

Including the full Equality Impact Assessment for:

- PD27 – Delete vacant Access Officer Post (Page 345)

Page 377 - Equality Impact Assessments Public Health and Regulatory Services

Equality Impact Assessments

2023/24 Medium Term Financial Plan

Adults – January 2023

Contents

Budget Reference	Description	Page
ASS01	Better Care Fund - Inflation on adult protection element - contribution to increased costs	21
ASS02	Extra Care Housing - reduced unit costs of care element following re-tender	24
ASS03	Reducing the number / size of new care packages through reablement, Technology Enabled Care (TEC) and other early intervention services	28
ASS04	Meeting the needs of people through strengths-based assessment and governance approach that ensures equity and consistency	32
ASS05	Reviews of existing care packages to ensure that all appropriate Continuing Health Care (CHC) or joint funding is received	36
ASS06	Reviews of existing care packages to ensure still appropriate, strengths-based assessment and use of TEC	40
ASS07	Review the services received within Mental Health / Learning Disabilities considering TEC, Shared lives and Housing with support to maximise independence	44
ASS08	Identify new Supported Living schemes as a more cost effective and independence maximising alternative to residential placements	48
ASS09	Equipment demonstration delivery moved to alternative venues, end use of MOTEX demonstration centre	52
ASS10	Review of arrangements for shared office accommodation with Avon and Wiltshire Mental Health Partnership	58
ASS11	Review staffing arrangements in the Learning Disabilities and mental Health Teams	62
ASS12	Increase vacancy management target in adult social care by 1%	66
ASS13	Increased client contributions to reflect increases in benefits and pensions	70
ASS14	Review Voluntary and Community Sector Grants and Commissioned Services	74

ASS15	Review of staffing and deletion of non-statutory Bristol Autism Services seconded Social Worker role	78
ASS16	Freeze TEC Coordinator post until external funding becomes available	82
ASS17	Review of funding arrangements for staff in the Housing Team	86
ASS18	Annual uplift to fees and charges to cover inflationary cost of services - Adults	90

1. The Proposal

Directorate:	Adult Social Services
Service area:	Income
Budget reference:	ASS01
Budget reduction proposal:	Better Care Fund – Inflation on adult protection element - contribution to increased costs
Budget saving for this financial year:	£300,000

Description of the proposal:

This is not a saving as such, but a technical adjustment to reflect the inflation passed on through the Better Care Fund that contributes to increased inflationary costs across adult social care

Summary of changes:

Technical financial adjustment

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

PCA1 2020/21

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/A

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None
 + = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

None

Please describe how you will communicate these changes to your customers

N/A

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

N/A

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects? N/A

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

N/A No impacts identified

Is a further detailed equality impact assessment needed? Yes No

If 'yes', when will the further assessment be completed?
N/A

Service Manager: Katherine Sokol

Date: 14th November 2022

1. The Proposal

Directorate:	Adult Social Care
Service area:	Contracts and Commissioning
Budget reference:	ASS02
Budget reduction proposal:	Extra Care Housing - reduced unit costs of care element following re-tender
Budget saving for this financial year:	£25,000

Description of the proposal:

Re-tendering of care and support provision to existing Extra Care Housing Schemes

Summary of changes:

Extra Care developments provide older people with support as an alternative to care homes. They also provide the opportunity to reassess people already living in residential care to support moves back into the community into supported living options in the North Somerset Local Area. These developments offer older people more choices and self-determination and independence, whilst supporting individual choices to meet people's needs more readily than residential care.

There are two Extra Care Developments where contracts will need to be retendered by January 2024, Waverley Court, and Tamar Court. For these retenders consideration will be given in respect of incentivising providers to improve the outcomes for the residents they support, developing a trusted assessor / reablement approach, which could potentially deliver savings by appropriately and safely reducing the level of support individuals receive, ensuring people's needs continue to be met. This approach will encourage increased independence and improve individual's well-being. Further savings could potentially be achieved if the incumbent providers unit rate is less than the current provider.

There have been two Extra Care Developments where the contracts have been retendered with the new providers commencing at the beginning of November 2022; these have been at Diamond Court and Lakeside Court.

The new hourly rate for Diamond Court will produce actual savings of £21,000 for 2023/24.

The new hourly rate for Lakeside Court will produce actual savings of £5,000 for 2023/24

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

N/A

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/A

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level

Impact type

	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)	X				X		
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income	X				X		
People in particular age groups	x				x		
People in particular faith groups				x			
People who are married or in a civil partnership			x		x		
Transgender people				x			

Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. x

Please specify:

Carers

x		
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3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

The outcomes so far show that extra care housing has a positive impact for users and their families and helps support people's local connections and closeness to their local networks, friends, and families. It also provides an assured secure tenancy with options for users to choose who supports their care needs.

The groups identified are reflected as predominantly needing this type of accommodation with care and support being provided based on their needs. The impact of a re-tender process to reduce unit costs should have a positive impact on the client due to them only being charged the actual cost of the care – this will have a positive impact on those individuals who are either full cost or self-funders.

Please describe how you will communicate these changes to your customers

The retender of the Extra Care Housing care provision will be communicated on the North Somerset Council Website via the Forward Plan, as will the award of the contract.

Impact on those individuals paying full cost / self-funders will be informed of the change to their individual charges.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

N/A

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? Yes **No**

If 'yes', when will the further assessment be completed?
N/A

Service Manager: Teresa Stanley
Date: 25th November 2022

1. The Proposal

Directorate:	Adult Social Services
Service area:	Service Development
Budget reference:	ASS03
Budget reduction proposal:	Reducing the number / size of new care packages through reablement, Technology Enabled Care (TEC) and other early intervention services
Budget saving for this financial year:	£400,000

Description of the proposal:

The ongoing development of the Technology Enabled Care (TEC) and Reablement service with revised pathways which focus on therapy and TEC to improve long term outcomes for citizens.

Collaborative working between North Somerset Council, the CCG and Sirona led to creation of the Discharge for Access (D2A) business case. The document focuses on redevelopment of the reablement offer and funding through the CCG was agreed. The new service is a collaboration between the multi-disciplinary TEC and Reablement Intervention (TRI) team, Access Your Care, and the wellness services to deliver a proactive and preventative service which supports the D2A process and improve outcomes for individuals. There is an improved offer for plus sized people and scope for increased staffing resource within these services. If necessary, a Care Act assessment will be completed once the reablement pathway is completed.

Summary of changes:

There is ongoing improvement to align with hospital discharge pathways, involving closer working with Sirona and an improved access to TEC and dedicated occupational therapist support for strategic domiciliary care providers. This will enable improved outcomes from provider reviews over the reablement pathway. There is a reduction in packages of care and higher proportion of clients no longer requiring care following successful reablement outcomes.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

ASS S3 2022/23

If yes, please describe what steps you have taken to review the equality impacts from previous years?

Early analysis of Key Performance Indicators and data indicates that savings expectations have been exceeded are on target to continue to do so throughout the year.

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None
 + = Positive, = = Neutral, - = Negative

Impact Level	Impact type				Impact type		
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)			X		X		
People from different ethnic groups			X		X		
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income			X		X		
People in particular age groups			X		X		
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed				X			

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

This is a positive offer with expected improved outcomes

Is a further detailed equality impact assessment needed? Yes **No**

If 'yes', when will the further assessment be completed?

Service Manager:

Fiona Shergold

Date:

1st December 2022

1. The Proposal

Directorate:	Adult Social Services
Service area:	Adult Social Care Operations
Budget reference:	ASS04
Budget reduction proposal:	Meeting the needs of people through strength-based assessment and governance approach that ensures equity and consistency
Budget saving for this financial year:	£200,000

Description of the proposal:

Reducing the number and size of new packages of care and support through reablement Technology Enabled Care (TEC) and other early intervention services. The teams will complete assessments using strength-based practice, assessing the skills the person has and their networks in supporting them to meet their identified care and support needs. This will support people to maintain and increase their independence which reduces dependence on and cost to Adult Social Care.

Summary of changes:

The team's complete assessments in line with the persons desired outcomes, identifying the persons strengths and networks to support them in achieving these. Considering options available to support the person to maximise their independence through Reablement and Technology. Linking people with preventative services within the community to establish relationships and support people to remain in their own homes. Promoting direct payments to enhance choice and control over the care and support received.

The Eligibility Resource Forum considers the assessments, identified outcomes and support to ensure consistency and equity within the service.

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)		X			X		
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			



3. Explanation of customer impact

This is positive impact by ensuring that the person's independence is maximised, enabling them to identify strengths that they have themselves and in their networks to complete as many tasks as possible independently.

That they are connected to the community through signposting to support services. The person and carer will be supported to identify how their care and support needs will be met, optimising their choices over their care and support.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
	Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? Yes No

If 'yes', when will the further assessment be completed?

Service Manager:

Jo Purser

Date:

21st November 2022

1. The Proposal

Directorate:	Adult Social Services
Service area:	Adult Social Care Operations
Budget reference:	ASS05
Budget reduction proposal:	Reviews of existing care packages to ensure that all appropriate Continuing Health Care (CHC) or joint funding is received
Budget saving for this financial year:	£500,000

Description of the proposal:

When assessing and reviewing the needs of people consideration is given whether the assessed needs relate to their health conditions, an assessment for Continuing Healthcare (CHC), to determine their eligibility. It is beneficial for people to access this funding because it is not subject to a financial contribution, and it ensures that their care is co-ordinated by the relevant health organisation. When a person has been in receipt of Local Authority funding and the responsibility transfer to the Integrated Care Board (ICB) there is a saving.

Summary of changes:

The dedicated resource that is in place has been very successful in supporting people to achieve CHC funding, the team have expert knowledge of the Continuing Healthcare Framework and its application.

The CHC Team will continue to support the operational teams make CHC applications for people who it is considered may have a primary health need.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

PCA2 Year 2021/22

ASS S2 2022/23

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)	X				X		
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Whether a person receives CHC funding, or joint funded between the Local Authority and the ICB it should not affect the delivery of their care. There will be continuity of care should it be transferred from the Local Authority to the ICB.

People who are deemed eligible for CHC do not financially contribute to their care. It is beneficial for people who have a high level of care needs to have these coordinated by a health care professional.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? Yes No

If 'yes', when will the further assessment be completed?

Service Manager: Jo Purser

Date:

25th November 2022

Medium Term Financial Plan Initial Equality Impact Assessment 2023/24

1. The Proposal

Directorate:	Adult Social Services
Service area:	Adult Social Care Operations
Budget reference:	ASS06
Budget reduction proposal:	Reviews of existing care packages to ensure still appropriate, strengths-based assessment and use of Technology Enabled Care (TEC)
Budget saving for this financial year:	£500,000

Description of the proposal:

The established review team will continue to review the existing packages of care within the adult social care teams. The teams will complete assessments using strength-based practice, considering Technology Enabled Care (TEC) assessing the skills the person has and their networks in supporting them to meet their identified care and support needs. Supporting people to maintain and increase their independence which reduces dependence on and cost to Adult Social Care.

Summary of changes:

The team will continue to review packages of care within adult social care. Considering options available to support the person to maximise their independence, considering TEC the team will continue to consider where their focus makes the most impact for the person receiving care.

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment?

PCA1 Year 2021/22

ASS S1 2022/23

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)			X		X		
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Reviews of packages of care will be carried out in a planned way, avoiding a time of crisis for the person; this is a positive approach and can help to ensure that the person's independence is maximised for longer and any additional signposting for support/services can be provided, for example referral to occupational therapy.

Its aim is to enable people to remain independent for longer within their own homes.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

<u>Service area</u>	<u>Value of saving</u>
	Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? Yes No

If 'yes', when will the further assessment be completed?

Service Manager: Jo Purser

Date:

25th November 2022

1. The Proposal

Directorate:	Adult Social care
Service area:	Mental Health and Learning disability
Budget reference:	ASS07
Budget reduction proposal:	Review the services received within Mental Health / Learning Disabilities considering TEC, Shared lives, and Housing with support to maximise independence.

Budget saving for this financial year: £325,000

Description of the proposal:

When reviewing care packages, which must be reviewed as a minimum every 12 months (for example care home placements, domiciliary support) the use of appropriate alternative provision should be considered (this may be summarised as, but not limited to accommodation shifts, changes to direct payments, use of technology). Any changes made to care provisions must continue to meet statutory obligations under the care act, and will be made in full consultation with the service users. This review activity is part of the local authorities ongoing statutory duty to review care and support.

Summary of changes:

- Strength based assessments in all cases
- Use of alternative provision (such as direct payments)
- Consideration of technology solutions
- Consideration of alternate accommodation options (such as supported living and shared lives)
- Close work with commissioning to deliver appropriate care options.
- Continuing reviews of supported livings to consider economies of scale
- Targeted reviewing of case

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment?

N/a

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/a

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

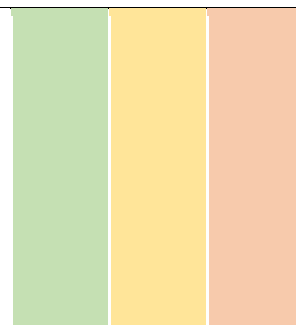
+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type							
	H	M	L	N	+	=	-	
Disabled people (Including consideration of neurodiversity)				X				
People from different ethnic groups				X				
Men or women (including those who are pregnant or on maternity leave)				X				
Lesbian, gay or bisexual people				X				
People on a low income				X				
People in particular age groups				X				
People in particular faith groups				X				
People who are married or in a civil partnership				X				
Transgender people				X				

Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing.

Please specify:

X



3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

The local authority continues to hold a statutory duty to deliver services to meet eligible care needs and will continue to do so – the use of any alternative care options is a function of individual assessment in line with full involvement of the service user and their representative and will only be undertaken if the statutory duty is clearly still met. For this reason, any application of new models of care and support are in this context and are expected to have a neutral impact and no disproportionate impact on any particular group.

Please describe how you will communicate these changes to your customers

This will be a function of individual communication to users at the time of assessment / review. Any changes to care and support provision will be dependent on the individual circumstances, and there is no set time scale. All changes must be made in writing to the service user and representatives.

4. Staff equality impact summary

Are there any staffing implications for this proposal?

Yes

No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed?	Yes	No
If 'yes', when will the further assessment be completed?	N/a	

Service Manager: Martin Hawketts
Date: 21st November 2022

1. The Proposal

Directorate:	Adult Social Care
Service area:	Contracts and Commissioning
Budget reference:	ASS08
Budget reduction proposal:	Identify new Supported Living schemes as a more cost effective and independence maximising alternative to residential placements
Budget saving for this financial year:	£100,000

Description of the proposal:

Continuation of the Housing with Support Strategy approach to developing further supported living schemes.

Summary of changes:

This proposal includes the plan to build on the foundations of the existing housing with support plans to an accommodation shift away from residential care options and alternatives for older people and those with Learning Disabilities.

This includes:

- The development of Housing for people with a Learning Disability with support in place to meet individual's needs. This is supporting a change that allows people with a learning disability and their families to have choices that support self-determination and values including choice and independence. Housing with support offers the opportunity to remain in your local area close to friends and families and established networks, this isn't always available when considering residential care options. This option is based on tenancies that support people being able to keep their home and change care which is not available with residential care.
- There are plans being proposed for 12 self-contained flats being developed in Weston with the aim that these would be available early 2024; This will be able to provide long term secure accommodation to people with Learning Disabilities and/or people with physical disabilities. The scheme is in partnership with Freeways.
- There are plans to create a framework for developers who can be approached to develop smaller self-contained units in key locations across North Somerset to

further secure long term accommodation for people with Learning Disabilities and / or physical disabilities.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

PCA4 – 2021/22 ASS S7 – 2022/23

If yes, please describe what steps you have taken to review the equality impacts from previous years?

The equality impact has been reviewed from last year with no significant change in the outcomes identified.

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)	X				X		
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income	X				X		
People in particular age groups	X				X		
People in particular faith groups				X			

People who are married or in a civil partnership	X	X		
Transgender people		X		
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing.	X	X		
Please specify: Carers and Impact on health and wellbeing				

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

The outcomes so far show that this way of working has a positive impact for users and their families and helps support people's local connections and closeness to their local networks, friends, and families. It also provides an assured secure tenancy with options for users to choose who supports their care needs.

The groups identified are reflected as predominantly needing this type of accommodation being developed and whom have been mostly impacted by a lack of choices around care, with residential care, often placed outside of the local area, generally being the only option.

Having suitable accommodation situated within the local area also has a positive impact on parent carers, including their health and wellbeing.

Please describe how you will communicate these changes to your customers

Contracts and commissioning are currently developing their Commissioning Strategy which will include narrative around supported living; this will further support the existing Accommodation with Support Strategy.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

Whilst there is no direct impact on staffing within North Somerset Council, the development of further supported living accommodation will provide increased job opportunities for the local communities within North Somerset

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

This is a continuation of an existing Housing Strategy and plans.

Is a further detailed equality impact assessment needed?	Yes	No
If 'yes', when will the further assessment be completed?	N/A	

Service Manager: Teresa Stanley
Date: 25th November 2022

1. The Proposal

Directorate:	Adult Social Services
Service area:	Adult Social Care
Budget reference:	ASS09
Budget reduction proposal:	Equipment demonstration delivery moved to alternative venues, end use of MOTEX demonstration centre
Budget saving for this financial year:	£60,000

Description of the proposal:

To cease the lease and close the facility of the equipment demonstration centre (EDC) and associated office at the Motex Building in Winterstoke Road, Weston-super-Mare. To establish a community outreach clinic offer (Social Work (SW) and Occupational Therapy (OT)) to replace the clinic offer currently delivered at the EDC. To use existing community facilities across the whole of the NS area to provide adult social care clinic services (SW and OT), where possible.

Summary of changes:

The Equipment and Demonstration Centre retail and booked clinic facility provided at the Motex building would close. The lease – a sublet through Somerset Wood Recycling – would cease for the clinic and the office space upstairs.

The booked clinic offer would continue to be developed by the Single Point of Access (SPA) service to offer face to face appointments for people, but at a variety of accessible venues throughout North Somerset. This would help provide a more equitable offer to people living to the north of North Somerset for whom transport across North Somerset could be a challenge and for whom we have historically evidenced a lower uptake of the service. Current clinic usage (Jan-Sep 2022), by person's home address location, is shown below.

Clinic Attendees 2022 Jan - Sep		
Postcode totals by area:	Number	%
South locality	84	72%
North locality	32	28%
Total	116	

The community outreach clinic approach would support the use of more local facilities and help develop a preventative approach, promoting community and GP awareness and access to advice and support from adult social care.

A more local approach would help improve uptake, assist with signposting to alternative services for support. reduce demand and waiting times for adult social care advice and services and reduce excessive travelling across the area by residents or by staff conducting home visits to individuals.

The reduction in demand for facilities management of the EDC would provide additional capacity for staff to attend to their professional roles, assisting more people, more quickly and reducing cost to social care services.

The wider retail offer would remain available both locally and online with independent mobility suppliers, including the current contractor for our integrated community equipment service – Medequip.

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment?

N/A

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/A

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)			X			X	
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income			X		X		
People in particular age groups			X			X	
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify: Carers			X			X	

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

Disabled people: Low/Neutral - due to impact of changes for those that use the facility – albeit a low number of the local population (116 people Jan – Oct 2022 against referrals for OT input for same period of 3450 = 3%). Neutral overall as there are a balance of positive and negatives with plans to deliver services to more people across the wider North Somerset area – albeit with a more limited physical demonstration facility. Negative: There will be a loss of a physical demonstration facility for home adaptations (showers, stairlift, adapted kitchen, ceiling track hoist). Positive: the service will reach more people and they will be able to access advice, support, equipment prescription more locally (once community outreach is developed). There are examples online of possible adaptations which they will be able to access at the outreach clinics with tailored advice from experienced staff. There will be a need to relocate wheelchair weighing scales for continued community use.

People on a low income: Low/Positive – currently the site is fairly near the two most deprived areas in North Somerset (South and Central wards), potentially affording local access to the facility for individuals of low income. Usage from the postcodes BS22/BS23/BS24 is on average 8 per month. This data incorporates the postcodes for the area of deprivation. However, a significant part of the facility is designed to advise people who are wanting to undertake their own major home adaptations and therefore likely to be in a higher income bracket. The provision of a more local offer would support improved access and cheaper transport access for people on a lower income across North Somerset. The advice provided throughout North Somerset would help assist in making best choices for equipment loan or equipment/adaptation purchase.

People in particular age groups: Low/Neutral – anecdotally, there would be a disproportionate impact on older people as the main users of the facility. This would be due to the impact of changes for those that use the facility – albeit a low number of the local population accessing social care for OT support overall (3%). Neutral overall as there are a balance of positive and negatives opening up a more limited physical facility, to more people across the wider North Somerset area. Negative: There will be a loss of a physical demonstration facility for home adaptations (showers, stairlift, adapted kitchen, ceiling track hoist). Positive: the service will reach more people and they will be able to access advice, support, equipment prescription more locally (once community outreach is developed). There are examples online of possible adaptations which they will be able to access at the outreach clinics with tailored advice from experienced staff.

Carers - Low/Neutral – people caring for individuals with disabilities or reduced function and independence will access the facility – often with the cared for person.

The balance of positive and negative aspects to the proposed changes (listed above) are equally applicable to carers as they are to people with disabilities and older people.

Formal care agencies - the EDC facility is currently used by some domiciliary care providers to train their staff on the use of manual handling equipment i.e. ceiling track hoists, mobile hoists, bath transfers.

Please describe how you will communicate these changes to your customers

- We will communicate changes directly with previous/existing customer base for the retail facility. We will advise of alternative options and the developing community offer and the continued offer through Care Connect for North Somerset Council for advice and support in the first instance.
- Individuals who access the facility by appointment for professionally supported clinics will be advised of alternative location when the appointment is made.
- We will communicate changes directly with previous/existing customer base for the training facility and through our commissioners advise of alternative options for staff training.
- Development of local advice and support clinics – drop in or by appointment -will be promoted through the existing contact via NS Together, NS life, Social Media, local community facilities, GP Surgeries as relevant.

4. Staff equality impact summary

Are there any staffing implications for this proposal? **Yes** No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

There is one member of staff (permanent/female) whose sole role is the support and administration of the centre including the retail facility. They work approximately .7 FTE (25.5hrs per week). This role would no longer be required once the centre closes. The staff member would be eligible for redeployment. They currently remain on the terms and conditions from their former employee, prior to their transfer to NSC in 2018. Their grade is circa NSC JG3.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Whilst it is acknowledged this proposal would mean the loss of a purpose-built facility (open since 2013), the uptake and usage - given its location in the south of North Somerset, limited disabled parking, limited transport links – has been low in relation to the overall demand for social care advice and support. The development of a community outreach offer would enable a more equitable service to residents across North Somerset and more timely access to advice and support. It would also promote engagement and awareness with wider communities, organisations and health colleagues for support of individuals in need.

Is a further detailed equality impact assessment needed? **Yes** No

If 'yes', when will the further assessment be completed?

This will take place during the implementation of the proposal to ensure the development of outreach services has progressed and is reaching all equality groups.
August 2023

Service Manager: Sarah Shaw

Date: 25th November 2022

Medium Term Financial Plan Initial Equality Impact Assessment 2023/24

1. The Proposal

Directorate:	Adult Social care
Service area:	Mental Health and Learning disability
Budget reference:	ASS10
Budget reduction proposal:	Review of arrangements for shared office accommodation with Avon and Wiltshire Mental Health Partnership
Budget saving for this financial year:	£75,000

Description of the proposal:

Reviewing current usage of sub-let accommodation within the Avon and Wiltshire Partnership NHS mental health trust (AWP) considering changes to integrated ways of working.

Summary of changes:

- Currently the accommodation and associated IT resources are approximately £82,000 per annum paid by the local authority to AWP to allow for the co-location of integrated services with the AWP estate
- This will be reviewed and renegotiated with AWP based on changes to working practices (Hybrid working) and potential changes to the integrated model and a move to data entry within the local authorities recording systems.
- At this point the full detail have not been agreed with AWP, and the final model and finalised savings in this area are dependent on this ongoing work

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment?

N/a

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/A

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

Social care statutory duties will continue to be met for all groups, given the move to more technology-based hybrid working the changes to accommodation should not negatively impact on service delivery.

Please describe how you will communicate these changes to your customers

There are no plans to communicate the specifics or details of staffing changes to the wider public currently; when a final model is agreed with AWP, there will be consideration given to how this can be communicated to stakeholders.

4. Staff equality impact summary

Are there any staffing implications for this proposal? **Yes** **No**

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

The proposal may affect the whole staff group in Mental health teams in terms of their base of work and use of IT (which covers approx. 30 individuals). This is not expected to impact on post numbers etc.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed?	Yes	No
If 'yes', when will the further assessment be completed?	N/a	

Service Manager:	Martin Hawketts
Date:	21 st November 2022

1. The Proposal

Directorate:	Adult Social care
Service area:	Mental Health and Learning disability
Budget reference:	ASS11
Budget reduction proposal:	Review staffing arrangements in the Learning Disabilities and Mental Health teams

Budget saving for this financial year: £120,000

Description of the proposal:

Reduction in staffing costs across the Mental Health and Learning Disabilities Teams by restructuring of teams, review of vacancies and deletion of vacant hours

Summary of changes:

- Deletion of 1 FTE Adult Social Care Worker post in Learning Disabilities Team following retirement
- Conversion of 1 FTE social worker post to adult social care Worker Post in Recovery Mental Health Team
- Deletion of 1 FTE social worker / approved mental health practitioners post through restructuring of the Approval MH Professional Hub (AMHP), and deletion of a further 17.25 hours within the AMHP hub following retirement
- Deletion of 14.5 vacant hours in the Complex Intervention Team, Mental Health
- Review of Mental Health staffing and managerial support in line with ongoing negotiations with Avon and Wiltshire NHS Mental Health Partnership Trust (AWP) around integration and accommodation issues

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

N/a

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/a

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)			X				X
People from different ethnic groups			X				X
Men or women (including those who are pregnant or on maternity leave)			X				X
Lesbian, gay or bisexual people			X				X
People on a low income			X				X
People in particular age groups			X				X
People in particular faith groups			X				X
People who are married or in a civil partnership			X				X
Transgender people			X				X
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:			X				X

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

It is anticipated that as a result of a reduction in staffing there may be a negative impact on response time and possibly waiting time for contact with adult social care it is not envisioned any person will go without a service. It should also be noted that the service has held vacancies for over 6 months due to recruitment issues.

Please describe how you will communicate these changes to your customers

There are no plans to communicate the specifics or details of staffing changes to the wider public currently.

4. Staff equality impact summary

Are there any staffing implications for this proposal? **Yes** **No**

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

This proposal will delete the equivalent of just over 3 FTE roles, and convert a further 1 FTE role to a different grade – all these directly affected roles are vacant and so have no specific impact on individual workers. Further work on any changes to arrangements within the mental health services may have impact on staff depending on the agreed future model with AWP.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
<hr/>	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? Yes **No**

If 'yes', when will the further assessment be completed?

N/a

Service Manager:

Martin Hawketts

Date:

21st November 2022

1. The Proposal

Directorate:	Adult Social Services
Service area:	All Areas
Budget reference:	ASS12
Budget reduction proposal:	Increase vacancy management target in adult social care by 1%
Budget saving for this financial year:	£125,000

Description of the proposal:

The Directorate will increase its vacancy management target by £125,000; this represents an increase from c. 4% to c. 5%

Summary of changes:

The changes will require the management team to continue to take a proactive approach to managing vacancies to ensure that the financial target is met. Historically, this level of savings has been met and, as a result, in the most part, this proposal brings slightly more financial risk to the budget in terms of managing potential overspends.

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)			X				X
People from different ethnic groups			X				X
Men or women (including those who are pregnant or on maternity leave)			X				X
Lesbian, gay or bisexual people			X				X
People on a low income			X				X
People in particular age groups			X				X
People in particular faith groups			X				X
People who are married or in a civil partnership			X				X
Transgender people			X				X
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:			X				X

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

The proposals are unlikely to have a significant impact on customers as vacancy management targets are always managed to ensure that staffing structures where there is a direct impact on vulnerable group are protected.

Please describe how you will communicate these changes to your customers

None, as no planned direct impacts

4. Staff equality impact summary

Are there any staffing implications for this proposal? **Yes** **No**

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

It is not possible to identify what posts or teams will be affected as it will depend on where vacancies arise and how quickly they are filled. There is a risk that, when staff leave, the remaining staff will be asked to reprioritise workloads, we will manage the impact on staff through discussions at team meetings and within individual one to one meetings with line managers.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed?	Yes	No
If 'yes', when will the further assessment be completed?		

Service Manager:

Katherine Sokol

Date:

25th November 2022

1. The Proposal

Directorate:	Adult Social Services
Service area:	Client Income
Budget reference:	ASS13
Budget reduction proposal:	Increased client contributions to reflect increases in benefits and pensions
Budget saving for this financial year:	£940,000

Description of the proposal:

This represents the additional income that is likely to arise because of government increases to benefits, pensions and minimum income guarantees and how they impact on financial assessment for adult social care clients.

Summary of changes:

Following government announcements to changes in pensions, benefits and minimum income guarantees, the Council will review all financial assessments and client contributions and adjust the amounts that clients will need to contribute towards their care, based on their income and the amount that the government identifies that clients can retain before making any contribution. The financial assessment process involved a means test that ensures that contributions are affordable.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

Each year an amount is included for inflationary uplifts, the amount is anticipated to be more significant in 2023/24 due to the potential for a larger increase to pensions and benefits because of higher rates of inflation.

If yes, please describe what steps you have taken to review the equality impacts from previous years?

Client contributions continue to be subject to a mean-test based financial assessment.

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)			X				X
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income			X				X
People in particular age groups			X				X
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:			X				X

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

Clients in receipt of care, who are most likely to be older people, or disabled people will be asked to contribute more towards their care (as a result of increased costs to the Council and increase to pensions and benefits. However, this contribution will continue to be based on a means-tested financial assessment. It is also expected that the government will announce increases to the Minimum Income Guarantee and the Personal Expenses Allowance (i.e. the amounts that clients can keep before they start paying for their care) in line with inflation, which should mitigate the impact.

Most clients whose care is arranged by the Council have a maximum weekly charge, which results from their financial assessment. For non-residential care packages, this averages at around £70 per week and for residential care, the average is around £210 per week for older people and £100 per week for younger adults.

Only those clients who are “self-funders” will feel the full impact of increases in costs, i.e. they will be expected to pay in full for any cost increases that arise from increases in provider costs.

Please describe how you will communicate these changes to your customers

As part of the annual review process

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

N/A

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects? N/A

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed?	Yes	No
If 'yes', when will the further assessment be completed?	N/A	

Service Manager: Katherine Sokol
Date: 14th November 2022

Medium Term Financial Plan Initial Equality Impact Assessment 2023/24



1. The Proposal

Directorate:	Adult Social Care
Service area:	Contracts and Commissioning
Budget reference:	ASS14
Budget reduction proposal:	Review Voluntary and Community Sector Grants and Commissioned Services
Budget saving for this financial year:	£32,000

Description of the proposal:

North Somerset Council has historically provided grant funding to several voluntary and community sector organisations. The provision of a grant has been given where there is a clear link between the Council's supporting people agenda and where activities support the strategic aims and objectives of the Council.

The voluntary and community sector organisations often provide services which, if they weren't available, would result in an increase in services needing to be supplied and funded through Adult Social Care.

Summary of changes:

A review of all our grants, and a meeting with Alliance, identified that a reduction in contribution to Alliance, which they were agreeable to, could be achieved through consolidation of their services, and potential vacancy freezes.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

N/A

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/A

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)			X				X
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)			X				X
Lesbian, gay or bisexual people				X			
People on a low income			X				X
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify: Carers and impact on health and wellbeing of vulnerable adults and / or their carers			X				X

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

A meeting was held in December with Alliance to discuss the potential need for savings.

Alliance agreed that savings could be achieved through vacancy freezes, integration of services and a potential reduction in the Housing Related Support Grant received.

In addition, it was recognised that if North Somerset could continue to sustain funding, Alliance could utilise a national lottery bid to support a volunteer co-ordinator for 3 years and would also be able to apply for further funding for 3 years from Children in Need. This would lessen the impact of the grant reduction being received from North Somerset Council.

It is anticipated that the impact on equality groups of this proposal will be low.

Please describe how you will communicate these changes to your customers

Ongoing support will be provided to Alliance, as needed, to help them achieve efficiencies required.

Alliance will lead any appropriate communication with customers.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes **No**

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

Whilst there will be no impact on staffing within North Somerset Council, in discussion with Alliance they will be reviewing their current staffing vacancies to identify if savings could be achieved.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects? N/A

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
N/A	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

<<Text here>>

Is a further detailed equality impact assessment needed? Yes **No**

If 'yes', when will the further assessment be completed? N/A

Service Manager: Teresa Stanley

Date: 18th January 2023

1. The Proposal

Directorate:	Adult Social care
Service area:	Mental Health and Learning disability
Budget reference:	ASS15
Budget reduction proposal:	Review of staffing and deletion of non-statutory Bristol Autism Services seconded Social Worker role
Budget saving for this financial year:	£59,000

Description of the proposal:

Deletion of a specific role currently seconded to The Bristol Autism Service (BASS) – currently 1 FTE JM1 graded social worker post.

Summary of changes:

The BASS role is a seconded post, it provides advice and support to people with Autism and assists with preventative work / training and benefit claims. The post is currently occupied on a 50% basis, the remaining 50% currently vacant. The post does not directly undertake statutory duties under the Care Act 2014.

The proposal is the deletion of this role, given its not statutory function and to seek redeployment of substantive staff member in line with NSC policy.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

N/A

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/A

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)			X				X
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

The withdrawal of the role, whilst not affecting the core statutory duties of the local authority will impact negatively on those with Autism (neurodiversity) by removing a supportive resource from the BASS service, which currently provides some advice information and support, some support groups and training, and helps with benefit claims. The impact of this is anticipated to be low. We will mitigate this by providing BASS with contact points and referral routes into social care services and providing signposting for support with benefit claims (i.e., to Citizens Advice Bureau).

Please describe how you will communicate these changes to your customers

There will be a consultation with the affected staff member in line with HR procedures.

4. Staff equality impact summary

Are there any staffing implications for this proposal? **Yes** **No**

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

This proposal will directly affect 1 member of staff, who will be offered redeployment in line with existing policy

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving

Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed?	Yes	No
If 'yes', when will the further assessment be completed?	N/A	

Service Manager: Martin Hawketts

Date: 21st November 2022

1. The Proposal

Directorate:	Adult Social Services
Service area:	TEC and Reablement Intervention Team
Budget reference:	ASS16
Budget reduction proposal:	Freeze TEC Coordinator post until external funding becomes available
Budget saving for this financial year:	£49,000

Description of the proposal:

To freeze recruitment of a replacement Technology Enabled Care Coordinator in the TEC and Reablement (TRI) team until external funding becomes available.

Summary of changes:

The TEC Coordinator Role was responsible for promoting the use of TEC across the adults and children's directorates by providing awareness training, prescriber training and support for workers in all areas wishing to find TEC interventions to meet eligible needs. The TRI team considers reablement and TEC to reduce the need for care packages and TEC has become integrated within the work of the team.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None
 + = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

The creation of the TRI team has given the opportunity for all team members to increase their skill levels and knowledge of TEC interventions which will lessen the

impact of losing the TEC coordinator post. It is not anticipated there will be any customer impact because of this proposal.

Please describe how you will communicate these changes to your customers

Customers won't be aware of any impact from the change because the number of workers with appropriate skills and knowledge to implement TEC has increased as the responsibilities are now shared across the whole team. There is no need to communicate this to our customers.

4. Staff equality impact summary

Are there any staffing implications for this proposal? **Yes** **No**

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily. This impacts on one role which has been vacant since the 1st of August 2022.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
	Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? **Yes** **No**

If 'yes', when will the further assessment be completed?

Service Manager:

Fiona Shergold

Date:

1st December 2022

1. The Proposal

Directorate:	Adult Social Services & Housing Solutions
Service Area:	Housing Solutions
Budget reference:	ASS17
Budget reduction proposal:	Review of funding arrangements for staff in the Housing Team
Budget saving for this financial year:	£163,000

Description of the proposal:

Some existing homeless prevention posts will be paid by specific grant and one vacant post will be deleted

Summary of changes:

No change to homeless prevention posts because of grant being used to pay salary costs.

The vacant post is at team manger level and the team members will transfer to another manager within the service

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment? N/A

If yes, please describe what steps you have taken to review the equality impacts from previous years? N/A

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

It is not anticipated that customers will see any change as a result of this proposal.

Please describe how you will communicate these changes to your customers

N/A

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

Vacant post so no impact and the team being managed within the service so the only impact is different manager but no other change

No impact on staff if salaries paid by grant very low risk that grant does not continue going into the future, but we have reserves to cover.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
N/A	
	Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? Yes **No**
If 'yes', when will the further assessment be completed?

Service Manager: Kay Eccles

Date: 29th November 2022

Medium Term Financial Plan Initial Equality Impact Assessment 2023/24

1. The Proposal

Directorate:	Adult Services
Service area:	Cross cutting
Budget reference:	CSD24 / ASS18 / CH12 / PH4 / PD36
Budget reduction proposal:	Annual uplift to fees and charges to cover inflationary cost of services – Adults
Budget saving for this financial year:	£435,000 (total all areas) The saving is £255,000 in Adult Services

Description of the proposal:

The council will continue its policy to apply an annual uplift to the budgets for fees and charges it levies on its services, based upon published external inflationary rates.

Summary of changes:

Customers currently pay specific fees and charges for a wide range of activities and services such as building control services, planning application or land charges fees, car parking, leisure activities or care related charges.

Some of these fees and charges are set nationally and the council is legally required to adopt these levels, whilst other fees and charges are set at local levels using the council's discretion. This specific savings proposal relates to fees and charges that are levied across all council services and so a breakdown has been provided below to show the impact for each directorate. These values will then be shared across all relevant service area budgets within each of the directorates.

It is proposed that the budgets associated with the fees and charges levied by the council will be inflated by 1.25% with effect from April 2022 to reflect the council's financial policy of annually inflating charges to cover the increased costs for goods and services.

It should be noted that whilst this proposed increase may be lower than some current national inflationary measures such as the Retail Prices Index or the Consumer Prices Index, the baseline proposal takes into account both the average increase in income budgets that is realistically feasible to achieve and also the average level of increased costs that the council will incur. For example;

- Not all services can increase their fees – exclusions would include planning fees

- Not all services can generate an increase in the level of income even if fees are inflated by more than the 1.25% - examples include adult social care fees which are limited to the individual circumstance of a customer and their ability to pay

It is important to note that this is a baseline increase and that where it is possible to increase income levels above this baseline sum, then a specific MTFP savings proposal will be tabled elsewhere within the papers. This provides more transparency into the decision making process and enables stakeholders to review and assess the individual impacts of each change as these are very likely to be different for each individual service area.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

CORP S1 – 2022/23 MTFP budget proposal to increase income budgets

If yes, please describe what steps you have taken to review the equality impacts from previous years?

n/a

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			

People on a low income	X			X
People in particular age groups		X		
People in particular faith groups		X		
People who are married or in a civil partnership		X		
Transgender people		X		
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:		X		

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

There will be a minimal impact on customers although it is accepted that this may impact on customers with lower income levels should they access a service which has a charge associated with it.

Please describe how you will communicate these changes to your customers

Annual fees and charges are approved prior to the start of each financial year with the decision maker being dependent upon the level of the increase. For example;

- increases below 5% are approved by the relevant Director
- increases between 5% and 10% are approved by the relevant Exec Member
- increases over 10% are approved by the Executive

When fee increases have been agreed they will be published on the council's website.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

n/a

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

n/a

Is a further detailed equality impact assessment needed? Yes **No**

If 'yes', when will the further assessment be completed? n/a

Service Manager: Melanie Watts

Date: 13th November 2022

Equality Impact Assessments –

2023/24 Medium Term Financial Plan

Children's – January 2023

Contents

Budget Reference	Description	Page
CH01	Efficiency savings or reductions in budgets in line with projected or historic spend or demand	96
CH02	Relocate Family Support and Safeguarding team to alternative office accommodation	99
CH03	Deletion of vacant posts in Education Funding, Fostering Training, Strategy and Policy and Training Teams	103
CH04	Review of Family Time Service to ensure service supports children with the highest needs	107
CH05	Increase in Vacancy Management target	111
CH06	Review of costs for children with complex care needs	115
CH08	Review of arrangements for Family Group Conferencing	119
CH09	Remove final tranche of discretionary funding for under two's childcare	123
CH10	Review funding arrangements for staffing costs in Youth Justice Service	136
CH11	Redevelopment of Children's Centres into Family Hubs	139
CH12	Annual uplift to fees and charges to cover inflationary cost of services - Children	154

1. The Proposal

Directorate:	Children's Services
Service area:	Multiple Areas
Budget reference:	CH01
Budget reduction proposal:	Efficiency savings or reductions in budgets in line with projected or historic spend or demand
Budget saving for this financial year:	£85,000

Description of the proposal:

Budgets will be reduced in several areas where they are not required when matching them against historic or projected spend or demand. These include former teachers pension costs, growth for staffing in SEND, adoption support and venue hire

Summary of changes:

No service changes are proposed as the budgets will continue to support the projected levels of need, and for the most part, this proposal brings slightly more financial risk to the budget in terms of managing potential overspends.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

No direct changes proposed

Please describe how you will communicate these changes to your customers

None, as no planned direct impacts

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
	Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? Yes No

If 'yes', when will the further assessment be completed?

Service Manager: Katherine Sokol

Date: 28th November 2022

1. The Proposal

Directorate:	Children's Services
Service area:	Family Support & Safeguarding
Budget reference:	CH02
Budget reduction proposal:	Relocate Family Support and Safeguarding team to alternative office accommodation
Budget saving for this financial year:	£20,000

Description of the proposal:

Relocation of a team of social workers into alternative office accommodation.

Summary of changes:

Relocation of a team of social workers into alternative office accommodation to save on building lease and maintenance costs.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)			X				X
People from different ethnic groups			X				X
Men or women (including those who are pregnant or on maternity leave)			X				X
Lesbian, gay or bisexual people			X				X
People on a low income			X				X
People in particular age groups			X				X
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:			X				X

3. Explanation of customer impact

The relocation may have a negative impact on the team's accessibility for vulnerable families within their community.

The suitable space for meeting with children and their families will be reduced.

Social Worker's and Family Support Workers will incur additional travel time and may incur additional milage costs.

Some social work teams may be more closely located supporting good communication.

Please describe how you will communicate these changes to your customers

Children, young people and families will be advised of the changes by their Family Support Worker or Social Worker.

This will need to be replicated for partner agencies.

4. Staff equality impact summary

Are there any staffing implications for this proposal? No **Yes**

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

The teams value being within the communities they support and build relationships with as this enables them to effectively support the children and families in their area.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
<hr/>	
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed?

Yes

No

If 'yes', when will the further assessment be completed?

Service Manager:

Shelley Caldwell

Date:

29th November 2022

1. The Proposal

Directorate:	Children's Services
Service area:	Multiple Areas
Budget reference:	CH03
Budget reduction proposal:	Deletion of vacant posts in Education Funding, Fostering Training, Strategy and Policy and Training Teams
Budget saving for this financial year:	£121,000

Description of the proposal:

Deletion of vacant posts in Education Funding, Fostering Training, Strategy and Policy and Training Teams, totally 2.58 FTEs

Summary of changes:

As above

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)			X				X
People from different ethnic groups			X				X
Men or women (including those who are pregnant or on maternity leave)			X				X
Lesbian, gay or bisexual people			X				X
People on a low income			X				X
People in particular age groups			X				X
People in particular faith groups			X				X
People who are married or in a civil partnership			X				X
Transgender people			X				X
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:			X				X

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

The posts are currently vacant, and some have been vacant for some time. It is anticipated that most of the work undertaken previously by postholders will be reprioritised and / or subsumed into other roles and statutory services for vulnerable people will continue to be prioritised. The impact has been identified as low as although work of the posts will be re-prioritised it should be recognised that there are less resources to complete the tasks completed by the previous postholders.

Please describe how you will communicate these changes to your customers

N/A – no immediate or direct impacts identified

4. Staff equality impact summary

Are there any staffing implications for this proposal? **Yes** **No**

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

Total of 2.58 vacant posts

Workloads of remaining postholders will be monitored and reviewed through team meetings and one to one meetings with line managers.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? **Yes** **No**
If 'yes', when will the further assessment be completed?

Service Manager: Becky Hopkins and Pip Hesketh

Date: 8th December 2022

1. The Proposal

Directorate:	Children's Services
Service area:	Commissioning Service
Budget reference:	CH04
Budget reduction proposal:	Review of Family Time Service to ensure service supports children with the highest need
Budget saving for this financial year:	£60,000

Description of the proposal:

Review of Family Time Service to ensure service supports the most appropriate children resulting in a reduction of the need for contacts.

Summary of changes:

To review all existing contacts from the Family Time Team considering different ways of providing these specifically in the areas of long-standing placements for children in care and older children over the age of 14 years.

The plan is to work with operational colleagues to look at alternative methods of supervised contact making more use of the Foster Carer's and Residential Placements to do this along with family members of the children concerned. This will be in areas of long-standing contacts who are not subject to court order supervised contact. This will reduce the pressure in the team allowing them to focus specifically on court order contacts as a priority and it should also reduce the need for the number of staff currently employed in the team because of those alternative contact arrangements. As is the case now where contacts can't be made on occasions these fall back onto the operational staff to deliver, based on this no child should lose their agreed contact arrangements.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

The plan will be to look at alternative ways from the Family Time Team delivering the supervised contact. This will then look to be moved to foster carers and residential homes and next of kin where appropriate. Currently, when the family Time Team is at capacity the social work teams pick this up. Therefore, it is an expansion of the existing position, with no planned impact on the children and young people.

Please describe how you will communicate these changes to your customers

Discussions with operational colleagues leading on talking to children and families about any changes to current plans.

4. Staff equality impact summary

Are there any staffing implications for this proposal? **Yes** **No**

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

This may mean redundancies for existing staff; in the first instance we will look at vacant hours and casual contracts. However, given the size of the saving there may be a need to make 1 x FTE post redundant from the service. Full consultation will be required with the team in conjunction with advice from HR.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? No

If 'yes', when will the further assessment be completed?

Service Manager: Alison Stone

Date: 6th December 2022

Medium Term Financial Plan Initial Equality Impact Assessment 2023/24



1. The Proposal

Directorate:	Children's Services, Place, Corporate Services
Service area:	All Areas
Budget references:	CH05 , CSD25, PD39
Budget reduction proposal:	Increase in vacancy management target
Budget saving for this financial year:	£245,000 PD39 - £70,000 CSD25 – £75,000 CH05 - £100,000

Description of the proposal:

Each of the Directorates will increase its budgeted vacancy management targets to reflect the saving that will be incurred as a result of having vacancies within the staffing structures during the year.

Summary of changes:

The changes will require the management team to continue to take a proactive approach to managing vacancies to ensure that the financial target is met, although given that this represents an increase in current levels, procedures are already in place to support this. Analysis shows that historically this level of savings has been met and are therefore considered achievable, although given that in previous years additional savings have been used as a way of managing potential overspends, this proposal could bring slightly more financial risk to the overall budget.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)			X				X
People from different ethnic groups			X				X
Men or women (including those who are pregnant or on maternity leave)			X				X
Lesbian, gay or bisexual people			X				X
People on a low income			X				X
People in particular age groups			X				X
People in particular faith groups			X				X
People who are married or in a civil partnership			X				X
Transgender people			X				X
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:			X				X

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

The proposals are unlikely to have a significant impact on customers as vacancy management targets are always managed to ensure that staffing structures where there is a direct impact on vulnerable group are protected.

Please describe how you will communicate these changes to your customers

None, as no planned direct impacts

4. Staff equality impact summary

Are there any staffing implications for this proposal? **Yes** **No**

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

It is not possible to identify what posts or teams will be affected as it will depend on where vacancies arise and how quickly they are filled. There is a risk that, when staff leave, the remaining staff will be asked to reprioritise workloads.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? **Yes** **No**

If 'yes', when will the further assessment be completed?

Service Manager: Katherine Sokol

Date: 6 January 2023

1. The Proposal

Directorate:	Children's Services
Service area:	Family Support & Safeguarding
Budget reference:	CH06
Budget reduction proposal:	Review of costs for children with complex care needs
Budget saving for this financial year:	£50,000

Description of the proposal:

To review all the Direct Payments (DP) with all children in the Children's Disabilities Team based on non-usage of current funds and reducing spend allocated to families that hasn't been spent over the last 12 months.

Summary of changes:

The plan is to review all DPs awarded and assess the usage of the funds and any award of Direct Payment to ensure they remain appropriate i.e. was the budget fully spent this financial year. This will not mean someone's Direct Payment will be taken away as part of this process. But the needs of the young person will be considered and reviewed and alternatives to meet a young person needs, in conjunction with the family can be assessed.

The Direct payment Policy will be reviewed to reflect these changes on an on-going basis and a move to allocation resources to families monthly not biannually or annually. Along with a process that enables better allocation of monies in relation to DP's and removing the practice of families accruing large amounts of Direct Payment monies, that aren't being spent according to care plans. Ensuring a better timely review of the use of the Direct Payment in line with children's needs, rather than one off allocation that aren't always being spent as directed.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

It is not anticipated that there will be any negative impact as a result of this proposal.

Please describe how you will communicate these changes to your customers

These changes will be discussed with families of the children assessed with monies that haven't been used and reviewing their needs and the current allocation of budget. This will not lead to taking away their DP just allocating the spend more appropriately and ensuring more reviews of the Direct Payment allocation. This will be carried out alongside timely reviews of the Direct payment to ensure it is meeting the child and family's needs and if not what other alternatives could be considered.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed?

Yes

No

If 'yes', when will the further assessment be completed?

Service Manager:

Alison Stone

Date:

28th November 2022

1. The Proposal

Directorate:	Children's Services
Service area:	Family Wellbeing
Budget reference:	CH08
Budget reduction proposal:	Review of arrangements for Family Group Conferencing
Budget saving for this financial year:	£56,000

Description of the proposal:

End early the current Family Group conference contract by 20 months and re allocate this work in house within Family Support and Safeguarding and Family Wellbeing Team to increase the number of conferences needed within the service without incurring additional costs.

We have outsourced an individual agency to provide us with 26 individual family group conferences per financial year. This works to implement a Families and Friends meeting that can share concerns and see if family can develop a plan that would reduce concerns for the child/children.

We are currently in a two-year extension to the contract and want to break this contract and end this arrangement within the next four months.

Summary of changes:

North Somerset Council no longer require the Family Group conference model and will be looking to end the contract as soon as possible.

We will achieve this by developing an inhouse model of identifying all family members and friends within the Families network and use this to support and safety plan around the families in our community.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

This proposal is not expected to impact negatively on any of the above equality groups as the future will be to identify families who need a wraparound family network meeting and use our existing teams within Family Support and Safeguarding and Family Wellbeing to co-ordinate and deliver a service in house.

Please describe how you will communicate these changes to your customers

We are forming a new and different model within Family Support and Safeguarding and Family Wellbeing which will be rolled out to our partners full when the contract ends this will not have an impact on our children, young people, and families.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

N/A

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

We had identified that Family Group Conference was not meeting the needs of our families in the manner it was sourced. The model in which the conferencing is currently delivered, is not the model we want moving forward. Our alternative model will be an in-house service without incurring the need to spot purchase at costs which are not included in the budget, but which will be able to be sourced internally.

Is a further detailed equality impact assessment needed? Yes **No**
If 'yes', when will the further assessment be completed?

Service Manager:

Dawn Newton

Date:

21st November 2022

**Medium Term Financial Plan
Equality Impact Assessment 2023/24**

Service area: CYPS – Children's directorate 0-2 funding
Budget reference: CH09
Budget reduction proposal: Remove final tranche of discretionary funding for under two's childcare
Equality impact assessment owner: Dawn Newton
Assistant Director/Director sign off: Sheila Smith
Review date: January 2023

Page 259

Budget Ref.	Budget Reduction Proposal	Budget Reduction £				Staffing Reduction (FTE) 2023/24
		2023/24	2024/25	2025/26	2026/27	
CH09	Remove final tranche of discretionary funding for under two's childcare	£80,000				

Equality Impacts

Please make High, Medium or Low 'bold' as appropriate

Service User Impact

Before mitigating actions	High	Medium	Low
After mitigating actions	High	Medium	Low

Staff Impact

Before mitigating actions	High	Medium	Low
After mitigating actions	High	Medium	Low

1. The Proposal

1.1 Background to proposal

The 0-2 funded childcare is a non-statutory, targeted service that provides 10 hours per week (term time only and for more than one day per week) of childcare to children who may not meet their full potential. Funding is only provided until the term after the child turns 2. This is to provide a seamless transition onto 2-year-old funding, which is funded via central government. Some years ago, there was considerable government commitment and investment in the Early Years sector, linked to the launch of a 10-year Children's Plan in 2007. In 2010 this funding ceased mid-year following a change of government and while we had no option but to cease many activities and posts, we decided to retain a much reduced budget to fund part-time childcare for a small number of children. This amount has reduced over the years as government funding has been provided for children above the age of two. The local authority decided not to restrict referrals from Children's Services staff only because we recognised that we didn't have a wide range of Early Help services in previous years – inevitably the number of referrals has always outstripped the budget.

The funding was suspended in April 2022 for all new requests because it was over-subscribed and only children that have been approved as eligible are currently in receipt of this funding.

The scheme has been overseen by the Community Family Team, now the Family Wellbeing Team and the process has been regularly updated to reflect new initiatives, (such as Supporting Families), processes to measure impact and the referral and panel processes.

The childcare placement is always with a childcare setting with an Ofsted judgement of Good or Outstanding to ensure the best educational environment for the child. 0-2 Funded Childcare objectives are to:

- Support children at risk of not meeting their full developmental milestones.
- Support parents and carers to access early help services whilst their child is accessing a childcare provision which in turn will support the child's outcomes.

All children who are awarded 0-2 funded childcare are subject to a 6-month review to ensure that the budget is being allocated to the most vulnerable children.

If the panel agree that the circumstances of the family have changed and that the criteria is no longer being met, funding will cease, and a notice period is given to the

refer / childcare setting. It is the responsibility of the person referring to advise the family.

In recent years the Early Help offer has been broadened within the Family Wellbeing Service and there are more opportunities available to parents in regard to strengthening their relationships with their children, of all ages.

The proposal for this funding is for it to be phased out over a 2-year period, with a saving of £80,000 in 2023/24. This will leave the scheme with a £5,000 budget in 2023/24. A further £10,000 is already in place from Supporting Families funding. In 2024/25 the remaining budget will be £1,000. Following 2024/25 there will be no more funding required as 0-2 Funding will have ended.

From April 2023 the scheme will only continue to support Children already agreed funding prior to April 2022.

The funding will be reviewed every 6 months against the criteria to establish if funding through Supporting Families is still required.

This will enable a transition to the 2-year-old funding to ensure continuity of the education and care for those children to whom we have already made a commitment.

1.2 Please detail below how this proposal may impact on any other organisation and their customers

The impact on multi-disciplinary teams will need to be assessed, as they may not be able to carry out direct work with families if they do not have any other support in providing childcare. This includes Health visitors, social workers, Family support workers and childcare providers as these colleagues are the main refers for 0-2 funded childcare.

Section 2 – What Do We Know?

2.1 Customer/staff profile details – what data or evidence is there which tells us who is, or could be, affected?

0-2 funding is available to children who need to access a childcare provision to allow parents to access some form of training, groups, or support – the cohort the 0-2 funding will cover is as follows:

- Child or Parent with additional needs
- Child emotional needs are not being met
- Child physical needs and are not being met
- Poor Housing
- Domestic abuse and the impact on child and parent
- Children in need or subject to a Child Protection Plan

- Parents who have three children under school age who have significant debt or financial issues
- Families who are repeatedly assessed by Children’s Social Care but not meeting the Child in Need threshold
- If parents have a caring role that impacts on caring for the children’s needs
- Children living in the family home who are not involved in school
- Parents involved in anti-social behaviour and crime

There are circa 6,000 children under 2 living in North Somerset as of September 2022.

Number of children in receipt of 0-2 funding - 01/01/2020-31/12/2022

Locality area	Number of children
Weston East	33
North (outside WSM)	41
Weston South	59
Total	133

Overall breakdown of ethnicity

Locality area	Mixed White & Black Caribbean	White - Any other white background	White British	Information not provided	Total
Weston East	2	1	24	6	33
North (outside WSM)	1		30	10	41
Weston South	3		44	12	59

Number of disabled children

Locality area	
Weston East	8
North (outside WSM)	8
Weston South	6

Gender of children

Locality area	Female	Male	Total
Weston East	17	16	33
North (outside WSM)	14	27	41
Weston South	31	28	59
Total	62	71	133

Number of children living in a workless household

Locality area	Number of children
Weston East	5
North (outside WSM)	4
Weston South	9
Total	18

2.2 What does the data or evidence tell us about the potential impact on diverse groups, and how is this supported by historic experience/data?

Below are those children that were receiving funding during the stated time. Children could be counted more than once from where their funding period overlapped multiple years:

- April 2019 – March 2020 – 69
- April 2020 – March 2021 – 58
- April 2021 – Present – 32

Out of the 112 children listed on the closed list, referrals have come from the following areas:

- Children's Social Care – 23
- Family Wellbeing – 56
- Health – 30
- Other – 3

Open 0-2 Funding

As of 8th December 2021, there are 36 children receiving funding.

Should they be eligible they would continue from 0-2 Funding to the Government's 2-year-old funding. Entitlement at the following intakes:

- January 2022 – 9
- April 2022 – 5

- September 2022 – 11
- January 2023 – 8
- April 2023 – 2
- September 2023 – 1

2.3 Are there any gaps in the data, for example across protected characteristics where information is limited or not available?

Children who were eligible for the 0-2 funding would have met the above criteria which would have put them in the bracket of the following protected characteristics:

- Men or women (including pregnant women or those on maternity leave)
- People on low income

There has been no data reporting on the 0-2 children since no new places were offered to children from May 2022, so the above information is the most up to date.

2.4 How have we involved or considered the views of the people that could be affected?

In November 22 staff were advised of the savings required and no specific equality concerns were raised at that time.

This Equality Impact Assessment was shared with the Equality Stakeholder Group on 12th January 2023, they made the following comments:

Comment	Response
Ensure that the EIA makes it clear that alternative sources of funding are available, and in fact the move could be positive as the alternative sources of funding are more sustainable	Alternative funding will not be available for all eligible children – there will need to be an assessment and this needs to be viewed alongside the wider range of Early Help services that are available as an alternative for some families.
Information for partner and support agencies who refer families in for funding needs to be provided so they understand that this is not stopping providing support for Under Two's but that there is an alternative, more appropriate source of funding available. This should be written into the mitigation plan.	Referrers have been made aware that because this is a non-statutory service, we are looking to phase it out, but we will ensure that information is given about other possibilities. Not all children who are currently eligible receive the funding and going forward only a smaller group would be eligible for time limited financial support, set alongside other services that offer opportunities for children with their parents.
Although there are alternative sources of funding so every child who is eligible will be	There will not be alternative funding for all children who are eligible – this has never

<p>able to access funding there is a reduction of £80,000 from within services for those under Two. Does the cumulative impact of this reduction need to be mapped in conjunction with changes to Family Support and Safeguarding and Children's Centres?</p>	<p>been the case; it is a finite budget that has been targeted to those in greatest need. Some of those families could access the finite budget that Children's Support and Safeguarding hold under s17 of the 1989 Children Act, others could access limited charity funding or join community-based groups.</p>
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2.5 What has this told us?

See 2.4

2.6 Are there any gaps in our consultation, what are our plans for the future?

Ongoing communication with agencies that refer in for support.

Section 3 – Assessment of Impact

Will the proposal have a disproportionate impact on any of these groups? Please describe the nature of the impact in ‘Summary of Impact’ column. You should describe both negative and positive impacts.

Assessment of impact should include the consideration of Public Sector Equality Duties as listed in [section 149 of The Equality Act 2010](#), specifically:

A public authority must, in the exercise of its functions, have due regard to the need to—

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Page 267

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None | + = Positive, = = Neutral, - = Negative

Impact Level

Impact Type

Summary of Impact

	H	M	L	N	+	=	-	
Disabled people (including consideration of neurodiversity)		X					x	The criteria state a child or adult who has an additional need, around 18% of the children accessing the fund are disabled.
People from different ethnic groups			x			x		Just over 5% of the children accessing this funding are recorded to come from a Mixed or Other White background.
Men or women (including pregnant women or those on maternity leave)		X					x	The 0-2 supports families under the age of 2 years which will include parents who are pregnant or those on maternity leave. There are slightly more boys than girls accessing this funding.
Lesbian, gay or bisexual people			x			x		We do not hold this information.
People on a low income		X					x	This is a criteria of the 0-2 funded childcare, there is a high percentage of children from Weston South, which is an area of high deprivation.
People in particular age groups		x					x	As a specific fund for the under 2s this will have an impact on this age group.
People in particular faith groups			x			x		We do not hold this information

People who are married or in a civil partnership	x		x		We do not hold this information.
Transgender people	x		x		We do not hold this information
Other specific impacts, for example: carers, parents, Armed Forces Community, impact on health and wellbeing.	X				
<p>Please specify:</p> <ul style="list-style-type: none"> ➤ 0-2 Funded childcare provides intervention support for parents and carers with children under the age of 2 years old to get the best start in life to develop to their full potential. This includes Health and Wellbeing, parental capacity, education and Reducing child poverty. 				x	The purpose of the 0-2 funded childcare scheme is to provide direct support to children and their families where there are identified vulnerabilities of the child at risk of not reaching their full potential. The criteria listed above identifies those vulnerabilities and should this proposal proceed there is a high risk of an impact for these children.

Does this proposal have any potential [Human Rights](#) implications?

Yes No

Could this proposal have a Cumulative Impact with any other service areas?

Yes No

This is an impact that appears when you consider services or activities together; a change or activity in one area may create an additional impact somewhere else

If 'yes', please describe?

The ceasing of the 0-2 funded childcare may have an impact on key partners and their core offer as direct 1-1 work / access to service may prove challenging if childcare arrangements are not available. Where other agencies seek funding for childcare so that they can undertake direct work with parents then they will need to explore other alternatives.

Section 4 – Action Plan

Where you have listed that there will potentially be negative outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.

Action taken/to be taken	How will it be monitored?
Children whose families are working with our Family Support and Safeguarding Teams (i.e., allocated social worker) Section 17 budget may be used to support access to childcare. Other children that could have been eligible for 0-2 funded childcare, the referrer can seek funding from the Supportive Families Grant.	A panel has been set up to support such requests and work is in progress to cascade this information to key partners.
Ongoing review of the impact of the changes in the nature of the 2-year-old funding	Monitoring the impact of this budget proposal on equalities will be undertaken through the Family Wellbeing Head of Service and Senior Managers who meet bi-weekly. It is proposed to have equalities as a standing item on the agenda, so progress is tracked,

reviewed and suitable adjustments made.

If negative impacts remain after the above actions have been taken, please provide an explanation below.

The funding has only been able to be allocated to a small number of children for no more than 10 hours a week but there is a commitment to continuing to fund the current children until they become eligible for the three-year-old funding from the government. Moving forward we will be clear with previous referrers that there may be options either for limited funding from elsewhere or for signposting to other community-based groups. There will also be the need for referrers to consider reshaping the work they do with parents which could include their children.

Please set out how you plan to communicate these changes with your service users.

Changes will be communicated to key partners so it is clear which funding to access to provide support for families and children who would have accessed 0-2 Funding

1. The Proposal

Directorate:	Children's Services
Service area:	Youth Justice Service
Budget reference:	CH10
Budget reduction proposal:	Review funding arrangements for staffing costs in Youth Justice Service
Budget saving for this financial year:	£29,000

Description of the proposal:

The service will use opportunities afforded to them by grant bidding processes to generate funding to contribute to overheads within the Youth Justice Service.

Summary of changes:

No specific service changes are proposed; the intention is to use new or revised grant funding opportunities to make a legitimate contribution to overheads

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

No direct changes proposed

Please describe how you will communicate these changes to your customers

None, as no planned direct impacts

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

<u>Service area</u>	<u>Value of saving</u>
	Total

6. Review and Sign Off

Service Manager Review

This saving is dependent on bidding opportunities becoming available and then being successful with bids.

Is a further detailed equality impact assessment needed? Yes No

If 'yes', when will the further assessment be completed?

Service Manager: Mike Rees, Head of Youth Justice

Date: 6th December 2022

Medium Term Financial Plan Equality Impact Assessment 2023/24

Service area: Children Services
Budget reference: CH11
Budget reduction proposal: Redevelopment of Children's Centres into Family Hubs
Equality impact assessment owner: Dawn Newton
Assistant Director/Director sign off: Sheila Smith
Review date: January 2023

Page 275

Budget Ref.	Budget Reduction Proposal	Budget Reduction £				Staffing Reduction (FTE)
		2023/24	2024/25	2025/26	2026/27	2023/24
CH11	Redevelopment of Children's Centres into Family Hubs	£150,000	£150,000			1.5 FTE Team Leader 1.23 FTE Business Support Officer

Equality Impacts

Please make High, Medium or Low 'bold' as appropriate

Service User Impact

Before mitigating actions	High	Medium	Low
After mitigating actions	High	Medium	Low

Staff Impact

Before mitigating actions	High	Medium	Low
After mitigating actions	High	Medium	Low

1. The Proposal

1.1 Background to proposal

Since the first wave of Sure Start children centres were introduced in 1999 successive governments have reduced the original commitment to provide children centres in every community. In 2010 the Coalition government removed the ring-fenced funding and reduced the funding of Early Intervention services to the extent that a significant number of local authorities closed some or all of their children's centre buildings between 2010 and 2015. Here in North Somerset, we retained all of our buildings but reduced the levels of staffing in that period and in 2016/17 we implemented a Community Access Review which saw the local authority transfer some buildings to partner agencies and move to share other buildings with the Library Service to reduce costs but preserve a local link in some but not all communities.

Continuing financial challenges meant that half of the sites had reduced opening days/hours but in recent years the local authority has invested in the staff within what is now the Family Wellbeing Service (which includes the children centres) such that it has reshaped the 'early help offer' to go beyond the original focus on families with children under 5 – the service now offers support to families with children aged 0-25 (where young people have SEND) and much of this support is delivered via outreach work (not centre-based).

The development of the Family Wellbeing Service coincided with the publication of 'The Best Start for Life: A Vision for the 1,001 Critical Days', by the Department for Health and Social Care in March 2021 which introduced the concept of Family hubs which are very similar to the local authority's planned direction of travel. The local authority was unsuccessful in its application for transformation funding but has pursued the development of Family hubs, the design of which will ultimately lead to a shift from children centres to Family hubs and a decrease in the number of buildings needed.

The redesign will be informed through a needs analysis approach. It will impact on communities as the redesign will consider closures of children centres and a reduction in the localised service offer, therefore impacting on local access to services by children and their families. The proposal will impact on staff in terms of a redundancy / redeployment and may require a re-defining of roles and responsibilities.

1.2 Please detail below how this proposal may impact on any other organisation and their customers

There may be an impact on professionals will also need to be considered. This includes Sirona, University Hospital Bristol and Weston Trust, libraries, schools, and Springboard Opportunity Group.

Section 2 – What Do We Know?

2.1 Customer/staff profile details – what data or evidence is there which tells us who is, or could be, affected?

For each of the children centre reach areas (14 in total) or for each locality, (3 in total) we know numbers from 1st November 2021 to 31st October 2022 for the following:

- The number of children aged 0-18 within the locality area
- The number of carers of children under the age of 5 seen by volume
- Individual carers of children under the age of 5 by volume.
- The number of pregnant parents / carers seen by volume
- The number of parents and carers with children under the age of 5 who are workless by volume
- The number of parents and carers with a disability with children under the age of 5 by volume
- The gender of service users (note with only with children under the age of 5), by volume
- The age of service users from 15 years upwards who have children under the age of 5, by volume
- The ethnicity of parents and carers with children under the age of 5, by volume.

We also have details regarding targeted groups (children / carers) who have been seen as a percentage of those within the locality. This information relates to support for children who have been allocated a Family Support Worker, children whose parents have accessed an advanced parenting group and children that have been awarded 0-2 funded childcare. It is important to note that data reporting will demonstrate lower numbers than previous years due to COVID 19 restrictions on providing face to face services.

More detailed data in relation to the usage of each Children Centre will be available for the consultation sessions which will consider how best to develop our Family Hubs to ensure the widest access within the available budget.

2.2 What does the data or evidence tell us about the potential impact on diverse groups, and how is this supported by historic experience/data?

Children centres identify families with young children in their community, the early childhood services those families need and how those that are in most need of services are helped and encouraged to participate in them. Children centres pay a particular emphasis to those that are in most need of intervention and support who may be unlikely to access the help they may need.

Data tells us that unless we are clear about the services available to all families then there could be an impact with respect to some diverse groups such as disabled parents / parents to be, children and their families that are BAME, parents / parents to be that are under the age of 20 years and parents / parents to be that have health issues which may impact on them accessing community services. Barriers can include lack of access (lack of transport), language where English is a second or other language, lack of confidence and health issues.

2.3 Are there any gaps in the data, for example across protected characteristics where information is limited or not available?

Yes, due to COVID 19 restrictions, the service was not able to provide face to face universal or targeted groups. This means data over the past 2 years, will not reflect the same participation as previous years. Before final decisions are made about the service detailed analysis of service users will be refreshed.

The Family Wellbeing Service extended its age range from 0-5 years to 0-19 (25 for children with SEND) in January 2021. The service currently does not have a reporting system which records access for children over the age of 5. The Council is in the process of commissioning a system to support accurate recording and plans for this to go live in the summer of 2023.

The service recognises that further information in terms of user breakdown by ethnicity, gender, income, sexual orientation, or faith is required as it is recognised that the review could potentially impact on users within these protected characteristics. This is an area that children centre senior managers seek to develop and understand. This may include looking at indices of multiple deprivation and further interrogation of management systems.

As referenced above, additional data will be available to help inform the consultation and decision-making process.

2.4 How have we involved or considered the views of the people that could be affected?

This proposal was shared at a staff briefing in November to which all Children's Services staff were invited. No concerns were raised at that meeting.

The Equality Impact Assessment was shared with the Equality Stakeholder Group on 12th January 2023. They made the following comments:

Comment	Response
The broader context of the service development including the development of Family hubs should be referenced throughout the EIA. Also the plans for the use of satellite services.	We will make clear the rationale for the development of Family Hubs and make clear that this proposal is more focussed on savings from buildings rather than a reduction in staff working directly with families. We will also describe the amount of outreach work that goes on which will not be impacted by a closure of some buildings.
The EIA is not specific about the reduction in the number of the Children's Centres and where these are likely to be.	This is because we need to compile the detailed data sets before embarking on consultations which will then inform the final decision as to which buildings are no longer needed.
Need to consider specific activities that focus on equality groups that might not be universally available across all Children's Centres. For example the work facilitated with the Gypsy and Traveller Community at Yeo Valley and the impact on that specific group if services were to cease.	We will ensure that we are clear about the current service offer and the extent to which a reduction in buildings will impact negatively or positively on specific groups. We will also be clear about our plans for future service provision following a reduction in permanent sites e.g the use of other premises in localities on a one off/weekly/monthly basis either free or for payment by Children's Services.
The ethos of the introduction of Children's Centres (many years ago) was that the centres were available for all, without prejudice. It feels like a step back that there will be a reduction in	While that was certainly the aspiration when children centres were first introduced and funded there have been significant cuts to funding which has meant that although we have kept the buildings a substantial number are

the number of communities that will have easy access to these services.	only open part-time. The development of Family Hubs links to the fact that we have widened the age range from 0-5 to 0-19 (25 if young people have special educational needs and/or disabilities) and so the reach will be broader. There is already a significant amount of direct work that is delivered locally, outside the buildings.
Can data about how the centres are accessed by families with older children be included?	This may be sparse given that this development coincided with Covid but we will do our best to capture such detail.
Will the re-prioritised centres be accessible to those up to age 25 with SEND?	Yes.
How are you considering the accessibility of the re-prioritised sites in respect of transport, parking, easy walking routes etc?	Accessibility issues will be considered, and we will consider the current offer against the future state.
Need to work to ensure the divide between rural and urban access is not exacerbated.	We agree.
Concern that there are a number of proposals that target services for those accessing early years services and the cumulative impact of these changes.	This proposal links to the removal of the discretionary u2s funding from a small number of children (32 from a population of approx. 6,000) We acknowledge that we have never been able to meet all requests and while we can mitigate in some instances the development of Family Hubs could improve access to other services in the Early Help sphere.

2.5 What has this told us?

As above .

2.6 Are there any gaps in our consultation, what are our plans for the future?

Further work will be undertaken to identify the exact model that the redevelopment will follow and how this will be delivered. As this work progresses further consultation with staff, stakeholders and those who access our services will take place. Further equality impact assessments will be prepared considering the detailed proposals.

Section 3 – Assessment of Impact

Will the proposal have a disproportionate impact on any of these groups? Please describe the nature of the impact in ‘Summary of Impact’ column. You should describe both negative and positive impacts.

Assessment of impact should include the consideration of Public Sector Equality Duties as listed in [section 149 of The Equality Act 2010](#), specifically:

A public authority must, in the exercise of its functions, have due regard to the need to—

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None | + = Positive, = = Neutral, - = Negative

Impact Level

Impact Type

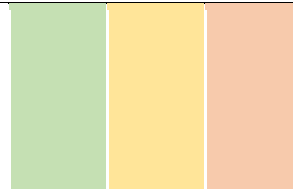
Summary of Impact

	H	M	L	N	+	=	-	
Disabled people (including consideration of neurodiversity)		X					X	There will be an impact on disabled children, parents and carers due to having to find alternative provision to access children centre and their key partner services. This could incur additional costs, withdrawal from services due to lack of accessibility.
People from different ethnic groups		X					X	Closure of local provision for people from different ethnic groups could impact them by having to travel to another children centre to access services, which may incur additional costs to them or if transport is an issue, may mean withdrawal from services needed. It will also limit the options on providing an inclusive community provision.
Men or women (including pregnant women or those on maternity leave)	X						X	Closure of local provision for men or women, including pregnant women or those on maternity leave will limit the options of community access to post and antenatal provision and could

					impact on the maternity service meeting its Continuity of Care agenda.
Lesbian, gay or bisexual people		X		X	We do not collect data for this protected characteristic and therefore are unable to measure impact.
People on a low income	X			X	Closure of local provision for people on low incomes will impact on access to community services who will support them in this area and could mean additional costs to them to travel to another children centre for support. Impact could mean there is a risk of withdrawal from services and a feeling of isolation.
People in particular age groups	X			X	Closure of local provision people in particular age groups will limit the options of community access to services providing support to improve children's outcomes. To access this support, parents, carers, children and young people would need to travel to other children centres or community groups to access support. This could incur costs to

					families and may result in the withdrawal from services,
People in particular faith groups	X			X	We do not collect data for this protected characteristic and therefore are unable to measure impact.
People who are married or in a civil partnership	X			X	We do not collect data for this protected characteristic and therefore are unable to measure impact.
Transgender people	X			X	We do not collect data for this protected characteristic and therefore are unable to measure impact.
Other specific impacts, for example: carers, parents, Armed Forces Community, impact on health and wellbeing.					
Please specify: Children centre interventions provide support for parents and carers in helping children aged 0-19 (25 for children with SEND) to get the best start in life to	X			X	The impact could result in not being able to reach children at risk of not meeting their full potential by offering local provision. By not recognising these children at the earliest opportunity, may mean the impact is that we become

develop to their full potential.
This includes health and wellbeing, education and reducing child poverty.



aware of them at an older age and more intensive support is then needed.

Does this proposal have any potential [Human Rights](#) implications?

Yes **No**

If 'yes', please describe

Could this proposal have a Cumulative Impact with any other service areas?

Yes **No**

Yes, the reduction in the number of children centres, could have an impact on key partners and their core offer. The impact will be on having less buildings to provide outreach services to children and young people. This will be explored as the redevelopment programme progresses.

Section 4 – Action Plan

Where you have listed that there will potentially be negative outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.

Action taken/to be taken	How will it be monitored?
The EIA has identified areas that require more focused consideration in terms of protective characteristics and impact on service users and staff.	Once the impact on equalities has been fully assessed, suitable adjustments will be put in place. Successful adjustments in the past include the review of public and community transport, amending service delivery times, providing outreach to communities through hiring community venues, review of opening hours, outreach and improved staff training.
	Review remaining buildings in terms of staffing and increase (where possible), reception cover to provide an increase in front of house support.
	Monitoring the impact of this budget proposal on equalities will be undertaken through the Family Wellbeing Head of Service and

Senior Managers who meet bi-weekly. It is proposed to have equalities as a standing item on the agenda, so progress is tracked, reviewed and suitable adjustments made.

If negative impacts remain after the above actions have been taken, please provide an explanation below.

Understanding the impact of the above has only just begun and time is needed to fully understand. This includes the outcome of public consultation for the proposals. Further work will be undertaken to identify the exact model that the redevelopment will follow and how this will be delivered. As this work progresses equality impact assessment(s) will be prepared taking into account the detailed proposals for further consideration and decision in line with the council's normal decision-making processes.

Where appropriate further mitigation will be identified at this time.

Please set out how you plan to communicate these changes with your service users.

A public consultation will take place to seek the views of service users and professionals on the proposals. The outcome of the consultation, will be uploaded to North Somerset Council's website, shared with the Family Wellbeing Team and key partners. This information will also be included in revised Equality Impact Assessments that will be prepared taking into account the detailed proposals in line with the council's normal decision-making process.

1. The Proposal

Directorate:	Corporate Services Directorate
Service area:	Cross cutting
Budget reference:	CSD24 / ASS18 / CH12 / PH4 / PD36
Budget reduction proposal:	Annual uplift to fees and charges to cover inflationary cost of services – Children's
Budget saving for this financial year:	£435,000 (total all areas) £13,000 for CH12

Description of the proposal:

The council will continue its policy to apply an annual uplift to the budgets for fees and charges it levies on its services, based upon published external inflationary rates.

Summary of changes:

Customers currently pay specific fees and charges for a wide range of activities and services such as building control services, planning application or land charges fees, car parking, leisure activities or care related charges.

Some of these fees and charges are set nationally and the council is legally required to adopt these levels, whilst other fees and charges are set at local levels using the council's discretion. This specific savings proposal relates to fees and charges that are levied across all council services and so a breakdown has been provided below to show the impact for each directorate. These values will then be shared across all relevant service area budgets within each of the directorates.

It is proposed that the budgets associated with the fees and charges levied by the council will be inflated by 1.25% with effect from April 2022 to reflect the council's financial policy of annually inflating charges to cover the increased costs for goods and services.

It should be noted that whilst this proposed increase may be lower than some current national inflationary measures such as the Retail Prices Index or the Consumer Prices Index, the baseline proposal considers both the average increase in income budgets that is realistically feasible to achieve and also the average level of increased costs that the council will incur. For example;

- Not all services can increase their fees – exclusions would include planning fees

- Not all services can generate an increase in the level of income even if fees are inflated by more than the 1.25% - examples include adult social care fees which are limited to the individual circumstance of a customer and their ability to pay

It is important to note that this is a baseline increase and that where it is possible to increase income levels above this baseline sum, then a specific MTFP savings proposal will be tabled elsewhere within the papers. This provides more transparency into the decision-making process and enables stakeholders to review and assess the individual impacts of each change as these are very likely to be different for each individual service area.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

CORP S1 – 2022/23 MTFP budget proposal to increase income budgets

If yes, please describe what steps you have taken to review the equality impacts from previous years?

n/a

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			

Lesbian, gay or bisexual people	X			
People on a low income	X			X
People in particular age groups	X			
People in particular faith groups	X			
People who are married or in a civil partnership	X			
Transgender people	X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:	X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

There will be a minimal impact on customers although it is accepted that this may impact on customers with lower income levels should they access a service which has a charge associated with it.

Please describe how you will communicate these changes to your customers

Annual fees and charges are approved prior to the start of each financial year with the decision maker being dependent upon the level of the increase. For example;

- increases below 5% are approved by the relevant Director
- increases between 5% and 10% are approved by the relevant Executive Member
- increases over 10% are approved by the Executive

When fee increases have been agreed they will be published on the council's website.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

n/a

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

<u>Service area</u>	<u>Value of saving</u>

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

n/a

Is a further detailed equality impact assessment needed? Yes No

If 'yes', when will the further assessment be completed? n/a

Service Manager: Melanie Watts

Date: 13th November 2022

Equality Impact Assessments

2023/24 Medium Term Financial Plan

Corporate Services – January 2023

Contents

Budget Reference	Description	Page
CSD1	Reduce senior management within the directorate, along with external resources previously used to support transformation	161
CSD2	Review the scope and scale of support provided to the council through external contractual arrangements in respect of Internal Audit and Archiving, i.e. the storing of historic artefacts	165
CSD3	Review the scope and scale of the Business Intelligence team, the Policy & Partnerships team and the delivery of consultation and research activity	169
CSD5	Review and reduce resources required to deliver Procurement services, reflecting reduced demand as a result of lower overall external spend.	173
CSD6	Review of the Comms team and release capacity from vacant post	177
CSD7	Reduce number of editions of North Somerset Life from 3 to 2 per year. Also look to increase income opportunities	181
CSD8	Realign occupational health budget and annual leave buy back budgets to current levels	194
CSD9	Review the resources required to deliver a range of internal support services including the senior leadership support team, legal, democratic and scrutiny services as well as electoral and registration services and look to reduce costs and / or increase income.	198
CSD10	Review and reduce the resources required to deliver a range of internal support services such as ICT support and project management and external contract costs for bought in services. Seek further income from trading opportunities and project management activity.	202
CSD11	Reduce printing costs and equipment leases, reduce physical document storage costs	206
CSD13	Increase income from Carelink users – aligned to inflation	210

CSD14	Implement a range of changes and cuts to the Support Services Contract through reductions to the scope and scale of services and capacity available to the council. Areas of change include; Facilities, Digital Support, Cash Collection, Revenues and Benefits, Accounts Payable, Carelink and ICT.	214
CSD17	Undertake a review of the Finance Service to evaluate core areas of responsibility, reduce the scope and scale of services currently provided and efficiencies.	218
CSD19	Align income budget from tenants to current levels at Castlewood and reduce premises related costs within office accommodation sites by 10% e.g. paper supplies, maintenance etc	222
CSD20	Reduce budgets associated with the Sovereign Centre including the removal of resources set-aside to fund the capital financing costs of potential future investment and contract management costs.	226
CSD21 and CSD22	Increase income from external investment activity largely as a result of higher interest rates Reduction in debt costs and charges (Avon Loan Debt & Revolving Infrastructure Fund)	230
CSD23	Reduction in former employee pension costs	234
CSD24	Annual uplift to fees and charges to cover inflationary cost of services - Corporate	2328
CSD25	Increase vacancy management target within Corporate Services staffing budgets	242

1. The Proposal

Directorate:	Corporate Services
Service area:	Senior Management
Budget reference:	CSD1
Budget reduction proposal:	Reduce senior management within the directorate, along with external resources previously used to support transformation
Budget saving for this financial year:	£159,000

Description of the proposal:

This saving will remove a vacant post (Assistant Director, Transformation) from the directorate leadership structure and remove base budget to support transformation activities.

Summary of changes:

Following the retirement of the post holder, the Assistant Director role and accompanying budgets to support transformation have been held vacant for the remainder of 2022/23 and utilised for the Accommodation Strategy, which is one of the council's key change programmes. Removing these budgets from the base budget will have an ongoing impact on the strategic capacity of the directorate and the ability to effect change. In the future, transformation activity will be taken forward on an "invest to save" basis, using one off resource when available. These changes have no direct impact on residents or service users.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

N/A

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/A

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

It is not anticipated that there will be any customer impact because of this budget proposal.

Please describe how you will communicate these changes to your customers

N/A – internal customers engaged through budget setting process

4. Staff equality impact summary

Are there any staffing implications for this proposal? **Yes** **No**

Explanation of staff impact

The vacant Assistant Director (Transformation) post will be deleted via this proposal

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
	Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

N/A

Is a further detailed equality impact assessment needed? **Yes** **No**

If 'yes', when will the further assessment be completed?

N/A

Service Manager:

Amy Webb

Date:

25th November 2022

1. The Proposal

Directorate:	Corporate Services
Service area:	Corporate Contracts
Budget reference:	CSD2
Budget reduction proposal:	Review the scope and scale of support provided to the council through external contractual arrangements in respect of Internal Audit and Archiving, i.e., the storing of historic artefacts
Budget saving for this financial year:	£10,000

Description of the proposal:

This saving will review the scope of internal audit and archiving services provided to the council; it will consider the opportunities for efficiencies in terms of approach taken to deliver the service.

Summary of changes:

Seeking efficiencies in the way that contracts operate, including review of levels of activity and scope of contracts. These changes are yet to be defined but a review of scope has been initiated. The changes are unlikely to have a direct impact on communities.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

N/A

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/A

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

N/A

Is a further detailed equality impact assessment needed? Yes **No**

If 'yes', when will the further assessment be completed?

N/A

Service Manager:

Amy Webb

Date:

29th November 2022

1. The Proposal

Directorate:	Corporate Services
Service area:	Business Insight, Policy and Partnerships
Budget reference:	CSD3
Budget reduction proposal:	Review the scope and scale of the Business Intelligence and Policy & Partnerships teams and the delivery of consultation and research activity
Budget saving for this financial year:	£80,000

Description of the proposal:

Review the scope and scale of the Business Intelligence and Policy & Partnerships teams and provide a saving of £100,000 to be delivered across 2023/24 (£80,000) and 2024/25 (£20,000).

The Business Insight, Policy and Partnerships Service includes the council's centralised Business Intelligence Service and the corporate Policy and Partnerships team. The Business Intelligence Service is a one-council service which undertakes data collection, data analysis, data visualisation, performance reporting and Geographical Information Systems support across the council. The majority of the work undertaken is either a statutory requirement e.g., government returns, or is in support of statutory duties e.g., data and performance reports for front line teams. The Policy and Partnerships team is responsible for the delivery of the Empowering Communities transformation programme, strategic partnerships such as the North Somerset Partnership, and Town and Parish council support and engagement.

Savings will be made across the teams by a reduction in staffing full time equivalents (FTE). This reduction will be achieved by reviewing all work to further embed self-serve models for data and performance reports, cease all non-statutory returns, and reduce all non-statutory development work. Transformation activity will be rationalised following a review of all strategy action plans.

Summary of changes:

Review the scope and scale of the Business Intelligence and Policy & Partnerships teams and provide a saving of £100,000 to be delivered in 2023/24 (£80,000) and 2024/25 (£20,000).

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

N/A

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/A

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)			X				X
People from different ethnic groups			X				X
Men or women (including those who are pregnant or on maternity leave)			X				X
Lesbian, gay or bisexual people			X				X
People on a low income			X				X
People in particular age groups			X				X

People in particular faith groups	X			X
People who are married or in a civil partnership	X			X
Transgender people	X			X
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing.	X			X

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

The impact on customers because of this proposal will be low but there will be some impacts internally for services and for partners.

Please describe how you will communicate these changes to your customers

There will be a low impact for customers (residents) but some impacts internally for services and for partners. Impacts for services and partners will be communicated via refreshed Service Level Agreements where appropriate or refreshed strategy action plans.

4. Staff equality impact summary

Are there any staffing implications for this proposal? **Yes** No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

5.6 FTE roles in the BIPP service are temporary roles which will cease from April 2023 onwards. These are not part of the £100,000 budget saving identified within this proposal. In addition to the removal of those temporary roles, an additional 2 FTE roles will need be removed from the staffing structure. This reduction in capacity will impact on delivery of all non-legal, non-statutory or non-statutory support services.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
	Total

6. Review and Sign Off

Service Manager Review

Is a further detailed equality impact assessment needed? Yes No

If 'yes', when will the further assessment be completed?

Service Manager:

Emma Diakou

Date:

28th November 2022

1. The Proposal

Directorate:	Corporate Services
Service area:	Strategic Procurement Service
Budget reference:	CSD5
Budget reduction proposal:	Review and reduce resources required to deliver Procurement services, reflecting reduced demand as a result of lower overall external spend
Budget saving for this financial year:	£54,000

Description of the proposal:

£24,000 to be saved by reviewing the current Head of Procurement post and sharing with BANES. A further £30,000 saving to be secured through restructuring the Procurement Team and/or identifying alternative funding sources.

Summary of changes:

There is one vacant post within the team, this post is currently the substantive post for an individual who is seconded to a fixed term post that expires in April 23.

Discussions are currently ongoing about continuing funding for the fixed term post which would enable the vacant post to be released to fund the saving. Should this not be possible then we would need to reduce one of the other posts within the team by 22 hours to fund the saving. This will result in the team being able to provide a reduced service.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

N/A

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/A

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

Although changes to the way that we support projects will change, this is not anticipated to have any external impact on the councils' customers.

Please describe how you will communicate these changes to your customers.

Not needed as no external impact.

4. Staff equality impact summary

Are there any staffing implications for this proposal? **Yes** **No**

Explanation of staff impact

There is one vacant post within the team, this post is currently the substantive post for an individual who is seconded to a fixed term post that expires in April 23.

Discussions are currently ongoing about continuing funding for the fixed term post which would enable the vacant post to be released to fund the saving. Should this not be possible then we would need to reduce one of the other posts within the team by 22 hours in order to fund the saving. This will require a consultation with support from HR to identify the posts and individuals that are potentially affected.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
N/A	
Total	

6. Review and Sign Off

Service Manager Review

Is a further detailed equality impact assessment needed? Yes **No**
If 'yes', when will the further assessment be completed?

Service Manager:

Mark Roddan

Date:

1st December 2022

1. The Proposal

Directorate:	Corporate Services
Service area:	Communications
Budget reference:	CSD6
Budget reduction proposal:	Review of the Comms Team and release capacity from vacant post
Budget saving for this financial year:	£35,000

Description of the proposal:

The saving will be achieved by not filling a vacant post.

Summary of changes:

While the review will aim to achieve better alignment to corporate goals through team structure, there will no change to the amount of resource within the team.

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment?

N/A

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/A

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing.				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

Given that we have never filled the post that is now being deleted there will be no immediate customer impact. However, the team's ability to deliver all its objectives will be limited, potentially leading to less effective communications with the residents of North Somerset. We will continue to deliver on our commitments to support equality groups.

Please describe how you will communicate these changes to your customers

N/A

4. Staff equality impact summary

Are there any staffing implications for this proposal? **Yes** **No**

Explanation of staff impact

Impact is pressure on team through not filling post, this will be monitored regularly through team meetings and one to one discussions.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? **Yes** **No**

If 'yes', when will the further assessment be completed?

Service Manager:

Vanessa Andrews

Date:

29th November 2022

Medium Term Financial Plan Equality Impact Assessment 2023/24

Service area:	Marketing and Communications
Budget reference:	CSD7
Budget reduction proposal:	Reduce the number of editions of North Somerset Life from 3 to 2 per year. Also look to increase income opportunities
Equality impact assessment owner:	Vanessa Andrews
Assistant Director/Director sign off:	Amy Webb
Review date:	June 2023

Page 317

Budget Ref.	Budget Reduction Proposal	Budget Reduction £			Staffing Reduction (FTE) 2023/24
		2023/24	2024/25	2025/26	
CSD7	Reduce printed edition of Life magazine from three to two per year, and increase income opportunities	£39,000			0

Equality Impacts

Please make High, Medium or Low 'bold' as appropriate

Service User Impact

Before mitigating actions	High	Medium	Low
After mitigating actions	High	Medium	Low

Staff Impact

Before mitigating actions	High	Medium	Low
After mitigating actions	High	Medium	Low

1. The Proposal

1.1 Background to proposal

Life magazine is delivered to about 104,000 households across North Somerset so continues to be one of our important channels of communication. However, paper and distribution costs are rising rapidly so each edition is costing more and more to produce. Reducing to two issues a year would help mitigate this and save the council money.

This could mean that our customers have less access to council news. However, we will continue to grow and develop our digital e-newsletter version and other communications channels. The digital newsletter currently goes out to about 75,000 email addresses monthly and regularly has an open rate of about 45 per cent. We will continue to gather email addresses where possible to increase this digital growth, as well as developing the North Somerset Life web microsite.

1.2 Please detail below how this proposal may impact on any other organisations and their customers

Within the magazine we often run articles/adverts promoting different organisations and charities throughout North Somerset, and the services they provide. There would be less opportunity for these to appear if we only have two issues. However, these articles could go within the digital Life newsletter instead.

Section 2 – What Do We Know?

2.1 Customer/staff profile details – what data or evidence is there which tells us who is, or could be, affected?

Throughout the years we have asked questions about readership via the Citizen's Panel, and previously through Place Surveys and the BVPI General Survey.

Data from the most recent survey (autumn 2021 Citizens Panel) tells us that printed Life has a regular readership of 56 per cent of adults (reading every issue) and 87 per cent reading it at least once a year. Only 14 per cent are lapsed readers or never read it. There is a 'Life effect', whereby readers have

clearly felt better informed about council activity than non-readers.

In the same survey we asked residents for their view on the frequency of publication at three times a year. 64 per cent said this was just right, 24 per cent said it wasn't often enough and 12 per cent said this was too often.

When asked about the usefulness of a series of named sources, NS Life magazine ranked third highest with 80 per cent of respondents saying they found it very or fairly useful.

However, when asked how they'd like to get updates about public life in North Somerset 34 per cent stated a regular email newsletter while 18 per cent said a regular free magazine to the door.

We currently produce large print and audio editions of the magazine for visually impaired people. The audio editions are also available through a talking news service via Alexa devices. By reducing to two issues, visually impaired residents will have less regular news/information about council services in these formats.

We also expect there to be a medium negative impact for people on lower incomes, who might have restricted digital access and therefore prefer a printed copy through the door and will potentially have less access to our alternative sources of information.

2.2 What does the data or evidence tell us about the potential impact on diverse groups, and how is this supported by historic experience/data?

The autumn 2021 Citizens' Panel data referenced at 2.1 above also tells us the following about the magazine:

People aged 65 and over were most likely to say the frequency was just right (68 per cent of respondents).

Disabled people (34 per cent) were more likely to say the frequency wasn't often enough.

People aged 65 and over also told us that their preferred method for council news was a regular email newsletter (45 per cent).

Disabled people told us that they preferred an 'as-it-happens email-update to your phone, tablet/iPad, computer or similar' (50 per cent).

So, while we know the magazine is popular and read by older and disabled people, we also know they have an appetite for digital news.

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2.3 Are there any gaps in the data, for example across protected characteristics where information is limited or not available?

The data from the panel does not give us information about council information preferences for people whose ethnicity is described as non-white. However, we have had a conversation with a representative from the North Somerset Race Equality Network and offered to meet with them during the year ahead (before frequency reduces) to explore routes to better meet the council news requirements for people from different ethnic groups.

2.4 How have we involved or considered the views of the people that could be affected?

We have conducted research through the Citizens' Panel – as shown above. This proposal was shared with the Equality Stakeholder Group on 12 January 2023, they made the following, helpful comments:

Comment	Response
<p>When consulting on communication matters the Citizen's Panel is not the most effective as by its nature it is made up of people who are happy to engage with the council online.</p>	<p>The council comms team has offered to meet representatives from equalities groups in the coming year to explore together opportunities to improve communications methods.</p> <p>Work continues to ensure our Citizens Panel and other sources of consultation are as inclusive as possible.</p>
<p>The Council should consider the cumulative impact of this alongside changes such as a reduced number of face-to-face appointments and the ability to 'drop in' to Council gateways. This will have a particular impact on disabled people, those from BAME groups and older people.</p>	<p>In discussion with the consultative group, we agreed that the council services featured in council news should be able to provide more support and print information out and post it to those who are unable to access information digitally.</p> <p>We recognise that digital cannot meet every need. However, promoting digital services allows us to use our limited resources to support our most vulnerable or digitally</p>

	<p>excluded customers through other channels such as telephony and face-to-face.</p> <p>We understand that we have a duty to provide reasonable adjustments for those who can't. We also acknowledge that we need to make sure that our digital services are good enough and provide enough information so that customers don't have to contact us another way to follow up. We continue to offer contact centres for customers to contact us by phone, face to face appointments at the Town Hall and a range of drop-in services are being piloted across North Somerset.</p>
<p>The EIA should consider the impact on those who are on a low income and who may not have access to data to seek council information online.</p>	<p>In consultation with the equalities group we agreed that we would make information available in libraries to signpost to 'eLife' – e.g. website on the home screen of the public access computers so people can keep up to date when they go online at libraries (free access to internet)</p>
<p>The EIA includes a lack of information/knowledge about how North Somerset's ethnically diverse population are accessing council information.</p> <p>Consider how you will grow the readership of eLife amongst equality groups.</p>	<p>Marketing and Communications Team to link with equality groups to try and understand the impact/actions in more detail.</p>
<p>Make it explicit within the EIA that alternative formats of Life will continue to be provided.</p>	<p>Noted.</p>

Make sure that eLife always has an alternative way to contact the council for more information, for example by signposting people to the council's switchboard so they can contact key services.	We agreed that in both printed Life and eLife we will signpost to how people can contact the council (switchboard) if they would like help to access additional info about any of the subjects covered.
Consider how we can use council spaces including libraries to raise awareness of the information shared in eLife	We will include this as a mitigation within the EIA and review the best way to do this.
Consider venues where North Somerset Life could be distributed, for example in community living rooms, The Other Place, The Advice Shop etc.	We have already begun to compile a list of potential venues and will contact them to see if they would like to receive paper copies.
The size of the font in digital comms needs to be reviewed to ensure it is accessible to a wider audience	We will review this as there may be a simple way of adding an option to enable the site user to adjust the font size to suit their needs, or to increase the size for all.

2.5 What has this told us?

Please see above, actions have been included within our mitigation plans below.

2.6 Are there any gaps in our consultation, what are our plans for the future?

Through implementation, we will develop the magazine to tailor more of the content towards groups who may be adversely affected by the reduction in frequency. We will use readership data obtained through the North Somerset Citizens' Panel to inform our thinking.

We still plan to issue three editions in 2023 so any negative impact will be deferred until 2024. We can achieve this as follows:

March 2023 edition - funded from 2022/23 budget

July 2023 edition - funded from 2023/24 budget
December 2023 edition - funded from 2023/24 budget.

This gives us a calendar year to develop our digital channels further and ensure relevant content remains in the paper versions of NS Life.

We will keep developing the e-newsletter, so people can get updates straight to their email inbox, outlining the latest news and information about our services,

We also aim to develop the Life microsite with more features and news, giving us more opportunity to put up-to-date content on there.

Section 3 – Assessment of Impact

Will the proposal have a disproportionate impact on any of these groups? Please describe the nature of the impact in ‘Summary of Impact’ column. You should describe both negative and positive impacts.

Assessment of impact should include the consideration of Public Sector Equality Duties as listed in [section 149 of The Equality Act 2010](#), specifically:

A public authority must, in the exercise of its functions, have due regard to the need to—

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None | + = Positive, = = Neutral, - = Negative

Impact Level

Impact Type

Summary of Impact

	H	M	L	N	+	=	-	
Disabled people (including consideration of neurodiversity)		x					x	Less frequent access to council news in printed format through the door, large print and podcast
People from different ethnic groups			x				x	
Men or women (including pregnant women or those on maternity leave)				x				
Lesbian, gay or bisexual people				x				
People on a low income		x					x	Less frequent access to council news in printed format through the door
People in particular age groups		x					x	Less frequent access to council news in printed format through the door
People in particular faith groups				x				
People who are married or in a civil partnership				x				
Transgender people				x				

Impact Level	Impact Type			Summary of Impact			
	H	M	L		N	+	=
Other specific impacts, for example: carers, parents, Armed Forces Community, impact on health and wellbeing.				x			

Does this proposal have any potential Human Rights implications?

Yes **No**

If 'yes', please describe

Could this proposal have a Cumulative Impact with any other service areas?

Yes **No**

This is an impact that appears when you consider services or activities together; a change or activity in one area may create an additional impact somewhere else

If 'yes', please describe?

Services across the organisation rely on the magazine to enable them to reach residents for many reasons, e.g.

- to promote behaviour change (e.g. recycle more, healthy behaviours)
- to help provide services (e.g. become a foster carer, become a shared lives carer, volunteering)
- to promote carbon reduction (e.g. home adaptations, travel habits)
- to promote service changes (e.g. festive recycling dates).

With fewer editions a year we will have less opportunity across the council to reach every resident with these important messages.

The Equality Stakeholder Group also commented on the potential cumulative impact of changes to the way customers can access a range of information and services.

We recognise that digital cannot meet every need. However, promoting digital services allows us to use our limited resources to support our most vulnerable or digitally excluded customers through other channels such as telephony and face-to-face.

We understand that we have a duty to provide reasonable adjustments for those who can't. We also acknowledge that we need to make sure that our digital services are good enough and provide enough information so that customers don't have to contact us another way to follow up. We continue to offer contact centres for customers to contact us by phone, face to face appointments at the Town Hall and a range of drop-in services are being piloted across North Somerset.

Section 4 – Action Plan

Where you have listed that there will potentially be negative outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.

Action taken/to be taken	How will it be monitored?
We will develop the magazine to tailor more of the content towards groups who we expect to be adversely affected by the reduction in frequency. We will use readership data obtained through the North Somerset Citizens' Panel to inform our thinking.	Content in the magazine
We will arrange to meet with representatives from equalities groups during 2023 to develop more opportunities to communicate effectively.	Feedback to the council from equalities groups
We will lessen the impact of barriers to digital news by making paper copies available in other venues and by signposting to eLife in our libraries.	Comms team to confirm annually through visual / phone / email checks.

If negative impacts remain after the above actions have been taken, please provide an explanation below.

We expect the impact to be low after mitigating actions.

Please set out how you plan to communicate these changes with your service users.

Through the magazine.

1. The Proposal

Directorate:	Corporate Services
Service area:	People Services
Budget reference:	CSD 8
Budget reduction proposal:	Realign occupational health and annual leave buy back budgets to current levels
Budget saving for this financial year:	£13,000

Description of the proposal:

This proposal is made up of savings in two areas:

- The re-alignment of the Occupational Health budget to reflect current usage levels. (£3,000 saving)
- An increase in savings generated by the staff purchase of additional annual leave (£10,000)

Summary of changes:

Occupational Health - The occupational health (OH) budget pays for pre-employment fitness checks, occupational health assessments (by nurse and OH Dr), ill health advice (for pension requirements), flu clinics and our Employee Assistance Programme.

No plans are made to reduce any of these services. The budget reduction is manageable within these arrangements. Additionally, we had monies in reserves to help with any medical advice/interventions we may have needed during and post Covid. These monies have been fully released as they were not needed. It is therefore anticipated that the same levels of service can continue within a reduced budget.

Purchase of additional annual leave - The annual leave purchase scheme will remain unchanged. All staff have the option to purchase one- or two-weeks additional leave per year, in two windows. This arrangement will continue unchanged.

Managers have the option to decline the request, however they will be encouraged to approve unless there is significant impact on service delivery. HR will continue to monitor and encourage take-up of the scheme1

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment?

N/A

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/A

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			

Transgender people	X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing.	X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

It is not anticipated that there will be any impact on our customers as a result of this proposal. In respect of annual leave buy back scheme: requests that will have a detrimental effect on service delivery will not be approved.

Please describe how you will communicate these changes to your customers

Not needed.

4. Staff equality impact summary

Are there any staffing implications for this proposal? No Yes

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

Purchase of additional annual leave - All staff have the option to request to purchase annual leave. Take up is monitored however the scheme has not been in operation long enough to determine any impact on particular staff groups, however initial analysis has not suggested any negative impact. Take up of the scheme has been highest in the Adult Services Directorate. A full report of the Annual Leave Purchase Scheme has been undertaken recently.

Take up from the 2022 scheme shows similar numbers between full time and part time staff.

Directorate	Headcount	Purchase	%	P/T 1wk	F/T 1wk	P/T 2wk	F/T 2wk

Adult's Services	374	10	3	4	2	2	2
Children's Services	504	6	1	2	4	0	0
Place	598	6	1	3	2	0	1
Public Health & Regs	101	3	3	1	1	0	1
Corporate Services	213	6	3	2	4	0	0
Totals	1790	31	2	12	13	2	4

Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

N/A

Is a further detailed equality impact assessment needed? Yes No

If 'yes', when will the further assessment be completed?

N/A

Service Manager:

Su Turner

Date:

25th October 2022

1. The Proposal

Directorate:	Corporate Services
Service area:	Legal & Democratic Services
Budget reference:	CSD9
Budget reduction proposal:	Review the resources required to deliver a range of internal support services including the senior leadership support team, legal, democratic and scrutiny services as well as electoral and registration services and look to reduce costs and / or increase income.
Budget saving for this financial year:	£21,000

Description of the proposal:

Review the resources required to deliver a range of internal support services including the senior leadership support team, legal, democratic and scrutiny services as well as electoral and registration services and look to reduce costs and / or increase income.

Summary of changes:

Following retirement of one of the post holders (job-share split) of the Chief Executive Secretary & Team Leader post the team structure has been reviewed and a revised structure implemented, allowing release of part of a post (vacant).

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment?

N/A

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/A

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

Change will not impact customers – service to be delivered to maintain services levels as previously

Please describe how you will communicate these changes to your customers

Main customers are internal staff in the Senior Leadership Team, and they have been consulted and advised.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

Post of retired post holder deleted from establishment. Impact on team to be monitored through team meetings and in one-to-one discussions.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
	Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Change already implemented and in-year savings contributing to 2022/23 budget position

Is a further detailed equality impact assessment needed?

Yes **No**

If 'yes', when will the further assessment be completed?

N/A

Service Manager:

Nicholas Brain

Date:

21st November 2022

1. The Proposal

Directorate:	Corporate Services
Service area:	Support Services
Budget reference:	CSD10
Budget reduction proposal:	Review and reduce the resources required to deliver a range of internal support services such as ICT support and project management and external contract costs for bought in services. Seek further income from trading opportunities and project management activity.
Budget saving for this financial year:	£120,000

Description of the proposal:

The proposal adjusts the team structure and provides budget reductions for digital development and other small budget reductions.

Summary of changes:

The proposal removes the vacant ICT Asset Officer post from the structure with elements of the key functions being allocated to other members of the Service. Shift the basis for one Project Management post to being 100% reliant on income generation (please note: income generation will be delivered across the three project posts). Reduces the existing digital development budget (one development cycle from eight delivered each year) and other small budget reductions.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

n/a

If yes, please describe what steps you have taken to review the equality impacts from previous years?

n/a

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type				+	=	-
	H	M	L	N			
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:							

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

It is not anticipated that there will be any impact on customers because of this proposal.

Please describe how you will communicate these changes to your customers

Internal customers of the ICT Projects service will be made aware via Directorate Engagement Boards that council resources will be used alongside Agilisys resources and will reduce the project costs.

4. Staff equality impact summary

Are there any staffing implications for this proposal? **Yes** No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

Three project posts within the Service will be required to trade their services to support the recording of time and recharging of costs linked to the projects supported by the team. It is intended that resources will be allocated and recharged to major transformation projects as delivered during the year.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

While the scope of digital development activity will be reduced by 12.5%, prioritisation and activity will continue to focus on the development of the council's website with consideration given to how changes will impact customers based on each development.

Is a further detailed equality impact assessment needed?

Yes **No**

If 'yes', when will the further assessment be completed?

n/a

Service Manager:

Stuart Anstead

Date:

29th November 2022

1. The Proposal

Directorate:	Corporate Services
Service area:	Support Services
Budget reference:	CSD11
Budget reduction proposal:	Reduce printing costs and equipment leases, reduce physical document storage costs
Budget saving for this financial year:	£10,000

Description of the proposal:

Reduction in printing costs because of staff printing less.

Summary of changes:

Reduction in physical printing costs associated with the corporate Multi-Functional Device (MFDs) estate by reducing overall demand and the removal of physical devices (MFDs).

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

n/a

If yes, please describe what steps you have taken to review the equality impacts from previous years?

n/a

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:							

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

The 'new ways of working' project which is derived from the Accommodation Strategy will reduce the occupied office space and establish new hybrid working arrangements. Therefore, staff are now printing lower volumes of hard copy documents as they become accustomed to working digitally. This proposal will not have an impact on our duty to print accessible formats for staff and customers.

Please describe how you will communicate these changes to your customers

The Accommodation Project will include change management resources to communicate the new office environment and expected operating model.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.
n/a

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
	Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

This change is formalising the reduction in printing demand since the workforce has been working remotely due to Covid.

Is a further detailed equality impact assessment needed? Yes **No**

If 'yes', when will the further assessment be completed?
n/a

Service Manager: Stuart Anstead

Date: 29th November 2022

1. The Proposal

Directorate:	Corporate Services
Service area:	Support Services
Budget reference:	CSD13
Budget reduction proposal:	Increase income from Carelink users – aligned to inflation
Budget saving for this financial year:	£10,000

Description of the proposal:

Increase Carelink costs by 1.75% above the normal level of indexation to cover increased costs.

Summary of changes:

Increase the service cost by 1.75% above the normal annual increase which is linked to the NJC pay award and Retail Price Index to create additional growth in income. The current full weekly charge is £5.48 or £285.74 annually, customers in receipt of pension credits pay a subscription which is 50% of the full-service cost, therefore the annual costs are £143.87.

The likely total indexation including the additional 1.75% (the subject of this EIA) is forecast to be 10.1% for 2023/24. Hence, the total annual increase in costs are estimated at £28.86 for the full service or £14.43 for the half price service. Included in these values are the increases which are directly linked to this increase in CareLink cost by 1.75% which equate to £5.00 or £2.50 for the half price service.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

n/a

If yes, please describe what steps you have taken to review the equality impacts from previous years?

n/a

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)			X				X
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income			X				X
People in particular age groups			X				X
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:							

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

Customers will be required to pay an elevated cost for the CareLink service which will have an impact on customers, specifically those with a low income. Currently the estimate is an increase of 10.1% on the existing service cost. The scheme already has a discounted tariff/subsidised rate for customers in receipt of benefits, this will continue but there will be a modest increase in the cost of the service.

The service currently generates income of over £500,000 per annum.

By 2024 the service will be required to migrate completely to digital devices which whilst providing enhanced services to customers, will have higher delivery costs.

Please describe how you will communicate these changes to your customers

The increased fees will be published in the council's annual fees and charges booklet and notifications will be sent to all existing customers.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

n/a

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving

Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

n/a

Is a further detailed equality impact assessment needed?	Yes	No
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If 'yes', when will the further assessment be completed?

n/a

Service Manager:

Stuart Anstead

Date:

29th November 2022

Medium Term Financial Plan Initial Equality Impact Assessment 2023/24

1. The Proposal

Directorate:	Corporate Services
Service area:	Support Services
Budget reference:	CSD14
Budget reduction proposal:	Implement a range of changes and cuts to the Support Services Contract through reductions to the scope and scale of services and capacity available to the council. Areas of change include Facilities, Digital Support, Cash Collection, Revenues and Benefits, Accounts Payable, Carelink and ICT
Budget saving for this financial year:	£133,000

Description of the proposal:

Reduction in Agilisys contract costs linked to service efficiencies.

Summary of changes:

Reduction in Agilisys contract costs to align the contract with changes in demand and non-essential services:

- **Facilities Management** will provide a saving linked to the reduced occupation of Castlewood and the associated cleaning costs.
- Lower **cash collection** costs are linked with the implementation of the Cashless council initiative, which will see a reduction in the volumes of scheduled collections from parking machines.
- The **Benefits service** will experience a continued reduction in caseload volumes linked to the migration of working-age benefits cases to the DWP and Universal Credit.
- Efficiencies in **Accounts Payable** service will enable a reduction in contract costs.
- The new case management system for **CareLink** will provide efficiency savings via a reduction in the contract price.
- A small reduction in the revenue budget for the provision of the **Welfare Support** scheme will be offset by an increased level of external welfare funds, such as the Household Support Fund which will provide an estimated £2.6m for local residents in 2023/24.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

n/a

If yes, please describe what steps you have taken to review the equality impacts from previous years?

n/a

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level

Impact type

	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)			X				X
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income			X				X
People in particular age groups			X				X
People in particular faith groups				X			
People who are married or in a civil partnership				X			

Transgender people	X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

Savings will be achieved via service efficiencies, reduced demand or the provision of a new external service or funding. For example, Universal Credit will be administered by the DWP & the Welfare Provision Scheme will see an increase in available funds from external sources to support vulnerable residents.

Please describe how you will communicate these changes to your customers

Benefits customers who transition across to Universal Credit will be notified and engaged as part of the benefits process. Other service changes will not impact customers directly.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.
n/a

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Most of the changes will not impact customers directly because demand has changed.

Is a further detailed equality impact assessment needed?	Yes	No
If 'yes', when will the further assessment be completed?	n/a	

Service Manager: Stuart Anstead
Date: 29th November 2022

1. The Proposal

Directorate:	Corporate Services Directorate
Service area:	Finance Service
Budget reference:	CSD17
Budget reduction proposal:	Undertake a review of the Finance Service to evaluate core areas of responsibility, reduce the scope and scale of services currently provided and efficiencies.
Budget saving for this financial year:	£103,000

Description of the proposal:

Implement a series of proposals that ensures that the Finance Service can reduce its net cost by up to 10%.

Summary of changes:

It will be necessary to undertake a complete review of the Finance Service to evaluate core areas of responsibility and its current cost base to make a series of recommendations which reduce the net budget by approximately 10%.

This process will therefore assess the resources used to deliver the service, i.e. review of internal staffing, external contract support and also system type costs, linking them to deliverable outputs and functions used by services across the organisation as well as by other stakeholders.

Recommendations will aim to ensure that back-office processes such as system generated downloads, reports and working papers are as efficient as possible and that the introduction of new systems will unlock future savings, although it should be recognised that cost reductions of up to 10% cannot be delivered purely through efficiencies and so there will need to be reductions in both the scope and scale of Finance related services available to the council.

Given that this proposal will result in lower levels of capacity it does mean that services and functions will need to be prioritised and focus will be given to statutory functions and priority areas of the council. The review will also ensure the remaining services are deliverable within reduced capacity levels and that any revisions are

clearly shared and communicated to both staff and service users.

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment?

n/a

If yes, please describe what steps you have taken to review the equality impacts from previous years?

n/a







2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			

Transgender people	X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:	X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

It is not anticipated that this proposal will have a notable impact on our customers.

- Internal customers – may not receive the same levels of services as now
- External customers – similarly may not receive the same levels of service as now or within similar timescales

Please describe how you will communicate these changes to your customers

There is no need to communicate externally, internally customers will be notified of any change in service levels so they can plan accordingly.

4. Staff equality impact summary

Are there any staffing implications for this proposal? **Yes** No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

Until the review has been completed it is not possible to confirm the outcome or describe the impact in detail however an initial assessment has been made which shows there are currently 45.01 budgeted fte within the Finance Service.

Staff consultation is underway in accordance with the council's HR processes and customers will be advised of the revised service offer.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed?	Yes	No
If 'yes', when will the further assessment be completed?	n/a	

Service Manager: Melanie Watts
Date: 24th January 2024

Medium Term Financial Plan Initial Equality Impact Assessment 2023/24

1. The Proposal

Directorate:	Corporate Services Directorate
Service area:	Office Accommodation
Budget reference:	CSD19
Budget reduction proposal:	Align income budget from tenants to current levels at Castlewood and reduce premises related costs within office accommodation sites by 10% e.g., paper supplies, maintenance etc
Budget saving for this financial year:	£235,000

Description of the proposal:

To reduce the expenditure budgets associated with the council's operational office buildings and to realign the income budgets current levels

Summary of changes:

Review of existing costs and reduction in current provision to align to core service offer. Ensure that income is received from current tenancy arrangements.

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment?

CSD S7 – reduction in building costs

If yes, please describe what steps you have taken to review the equality impacts from previous years?

There are no specific equality impacts assessed for specific users or groups.

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None
 + = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

There should be no impact on customers either internally or externally.

Please describe how you will communicate these changes to your customers

Users of the building should not experience any significant changes; all health and safety and accessibility measures will be retained.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily. Although there are no posts effected by this proposal, the council's New Ways of Working will impact upon the way that our employees work, any equality impacts of this are being given careful consideration through the development of the Council's Accommodation Strategy.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
	Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

n/a

Is a further detailed equality impact assessment needed? Yes No

If 'yes', when will the further assessment be completed? n/a

Service Manager:

Melanie Watts

Date:

13th November 2022

1. The Proposal

Directorate:	Corporate Services Directorate
Service area:	Commercial Investments
Budget reference:	CSD20
Budget reduction proposal:	Reduce budgets associated with the Sovereign Centre including the removal of resources set-aside to fund the capital financing costs of potential future investment and contract management costs
Budget saving for this financial year:	£290,000

Description of the proposal:

Reduce budgets associated with the council's commercial investment portfolio including the external management and support contract costs for both sites as well as specific provision currently included within the base in respect of the Sovereign Centre. This sum was initially set aside to fund the capital financing costs of potential future investment in the site, whereas new investment will be required to satisfy a business case demonstrating a cash-able pay-back which would be sufficient to cover such costs.

Summary of changes:

The council will be required to scope the revised requirements which are to be delivered by asset managers who currently provide strategic oversight and direction of these assets on behalf of the council.

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment?

n/a

If yes, please describe what steps you have taken to review the equality impacts from previous years?

n/a

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

There should be no impact on customers either internally or externally.

Please describe how you will communicate these changes to your customers

There should be no impact on customers either internally or externally.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

There should be no impact on staffing.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
	Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

n/a

Is a further detailed equality impact assessment needed? Yes No

If 'yes', when will the further assessment be completed? n/a

Service Manager: Melanie Watts

Date: 13th November 2022

1. The Proposal

Directorate:	Corporate Services Directorate
Service area:	Corporate Finance
Budget reference:	CSD21 and CSD22
Budget reduction proposal:	CSD21 – Increase income from external investment activity largely as a result of higher interest rates CSD22 – Reduction in debt costs and charges (Avon Loan Debt and Revolving Infrastructure Fund)
Budget saving for this financial year:	£910,000

Description of the proposal:

The council will seek to achieve a net reduction in the amount it pays for its capital financing costs and increase the investment yields it achieves on its external investments.

Summary of changes:

The council currently generates interest on its surplus cash balances by investing these sums in accordance with the approved treasury management strategy – it is anticipated that more income could be generated through a combination of rising bank interest rates and changes within levels of cash-flow and the portfolio mix.

The council has a series of long-term loans which have been taken out in previous years to finance expenditure charged to the capital programme, which are largely fixed in terms of both interest rate and repayment period. The revenue budget is charged with the associated capital financing costs, which include the annual interest payable to the lender, as well as a sum set aside in respect of the repayment of the principal sums. The council is also responsible for a share of the long-term debt balance for the former Avon County Council, which is managed by Bristol City Council. Both debt balances show that some loans will mature in future years which will reduce the charge to the annual revenue budget.

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment?

CSD S8 and CSD S9

If yes, please describe what steps you have taken to review the equality impacts from previous years?

There are no specific equality impacts assessed for specific users or groups.

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

H = High, M = Medium, L = Low, N = None

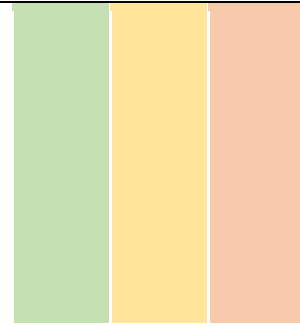
+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			

Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing.

Please specify:

X



3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

There should be no impact on customers either internally or externally

Please describe how you will communicate these changes to your customers

n/a

4. Staff equality impact summary

Are there any staffing implications for this proposal?

Yes

No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

n/a

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving

Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

n/a

Is a further detailed equality impact assessment needed? Yes **No**

If 'yes', when will the further assessment be completed? n/a

Service Manager: Melanie Watts

Date: 24th January 2024

1. The Proposal

Directorate:	Corporate Services Directorate
Service area:	Corporate Finance
Budget reference:	CSD23
Budget reduction proposal:	Reduction in former employee pension costs
Budget saving for this financial year:	£30,000

Description of the proposal:

To reduce the expenditure budgets associated with Former Employees.

Summary of changes:

The council's revenue budget currently has provision of approximately £1.5m to cover the costs associated with employees leaving, or those that have historically left the organisation.

The majority of the budget relates to ongoing pension related costs of former employees, and it is this cost which reduces naturally over time as the council's obligations cease. The savings proposal does not relate to a change in policy or approach, it reflects the realignment of the budget mapped to actual levels of cost.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

CSD S6 2022/23 Reduction in pension costs

If yes, please describe what steps you have taken to review the equality impacts from previous years?

There are no specific equality impacts assessed for specific users or groups.

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

There are no specific equality impacts assessed for specific users or groups.

Please describe how you will communicate these changes to your customers

There are no specific equality impacts assessed for specific users or groups.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

n/a

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
	Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

n/a

Is a further detailed equality impact assessment needed? Yes No

If 'yes', when will the further assessment be completed? n/a

Service Manager: Melanie Watts

Date: 13th November 2022

1. The Proposal

Directorate:	Corporate Services Directorate
Service area:	Cross cutting
Budget reference:	CSD24
Budget reduction proposal:	Annual uplift to fees and charges to cover inflationary cost of services - Corporate
Budget saving for this financial year:	£36,000

Description of the proposal:

The council will continue its policy to apply an annual uplift to the budgets for fees and charges it levies on its services, based upon published external inflationary rates.

Summary of changes:

Customers currently pay specific fees and charges for a wide range of activities and services such as building control services, planning application or land charges fees, car parking, leisure activities or care related charges.

Some of these fees and charges are set nationally and the council is legally required to adopt these levels, whilst other fees and charges are set at local levels using the council's discretion.

It is proposed that the budgets associated with the fees and charges levied by the council will be inflated by 1.25% with effect from April 2023 to reflect the council's financial policy of annually inflating charges to cover the increased costs for goods and services. This specific savings proposal relates to those fees and charges that are levied within the Corporate Services Directorate.

It should be noted that whilst this proposed increase may be lower than some current national inflationary measures such as the Retail Prices Index or the Consumer Prices Index, it reflects the average increase in income budgets that is realistically feasible to achieve, and well as the average level of increased costs that the council will incur. This budget saving sum will be shared across all relevant service area budgets within the directorate.

Please note, that where it is possible to increase income levels above this baseline sum, then a specific MTFP savings proposal will be tabled within the papers, so that it

is possible to review the individual impacts of such proposal as these could be different for each service.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

CORP S1 – 2022/23 MTFP budget proposal to increase income budgets

If yes, please describe what steps you have taken to review the equality impacts from previous years?

n/a

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income			X				X
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			

Transgender people	X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:	X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

There will be a minimal impact on customers although it is accepted that this may impact on customers with lower income levels should they access a service which has a charge associated with it.

Please describe how you will communicate these changes to your customers

Annual fees and charges are approved prior to the start of each financial year with the decision maker being dependent upon the level of the increase. For example.

- increases below 5% are approved by the relevant Director
- increases between 5% and 10% are approved by the relevant Executive Member
- increases over 10% are approved by the Executive

When fee increases have been agreed they will be published on the council's website.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

n/a

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
	Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

n/a

Is a further detailed equality impact assessment needed? Yes **No**

If 'yes', when will the further assessment be completed? n/a

Service Manager: Melanie Watts

Date: 13th November 2022

1. The Proposal

Directorate:	Children's Services, Place, Corporate Services
Service area:	All Areas
Budget references:	CH05, CSD25 , PD39
Budget reduction proposal:	Increase vacancy management target within Corporate Services staffing budgets
Budget saving for this financial year:	£245,000 PD39 - £70,000 CSD25 – £75,000 CH05 - £100,000

Description of the proposal:

Each of the Directorates will increase its budgeted vacancy management targets to reflect the saving that will be incurred as a result of having vacancies within the staffing structures during the year.

Summary of changes:

The changes will require the management team to continue to take a proactive approach to managing vacancies to ensure that the financial target is met, although given that this represents an increase in current levels, procedures are already in place to support this. Analysis shows that historically this level of savings has been met and are therefore considered achievable, although given that in previous years additional savings have been used as a way of managing potential overspends, this proposal could bring slightly more financial risk to the overall budget.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)			X				X
People from different ethnic groups			X				X
Men or women (including those who are pregnant or on maternity leave)			X				X
Lesbian, gay or bisexual people			X				X
People on a low income			X				X
People in particular age groups			X				X
People in particular faith groups			X				X
People who are married or in a civil partnership			X				X
Transgender people			X				X
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:			X				X

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

The proposals are unlikely to have a significant impact on customers as vacancy management targets are always managed to ensure that staffing structures where there is a direct impact on vulnerable group are protected.

Please describe how you will communicate these changes to your customers

None, as no planned direct impacts

4. Staff equality impact summary

Are there any staffing implications for this proposal? **Yes** **No**

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

It is not possible to identify what posts or teams will be affected as it will depend on where vacancies arise and how quickly they are filled. There is a risk that, when staff leave, the remaining staff will be asked to reprioritise workloads.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed?

Yes

No

If 'yes', when will the further assessment be completed?

Service Manager:

Katherine Sokol

Date:

6 January 2023

Equality Impact Assessments –

2023/24 Medium Term Financial Plan

Place – January 2023

Contents

Budget Reference	Description	Page
PD1	Increase recycling materials income target	249
PD3	Garden Waste inflationary increase	253
PD4	Garden waste optimisation of rounds (Garden Waste collected on a different day to other collections)	257
PD5	Find efficiency savings within the Waste Contract - This could include campaigns to improve the sorting of recycling by residents	261
PD6	Refresh and embed a policy to minimise replacement/additional bins/containers	265
PD7	Campaigns to increase recycling and reduce disposal costs	269
PD9	Income from public surveillance cameras & private CCTV monitoring	273
PD10	Fixed Penalty Notice (FPN) revenue for Anti-Social-Behaviour & CCTV used to issue FPNs for Highways and Public Protection Order and review funding models for Community Response	277
PD11	Realign income budgets for leisure centres to current usage levels	281
PD12	Make permanent the existing closure of Churchill Sports Centre	285
PD13	Seafront staff review	290
PD14 (a) PD14 (b) PD14 (c)	Review the commercial model for the following buildings: Somerset Hall Playhouse Theatre Tropicana The Bay Cafe	(a) 294 (b) 298 (c) 302
PD15	Realign the budget for Curatorial Service	306
PD17	Establishment of a single, council-wide transport function and improved commissioning	309
PD18	Revisit safe walking routes to school	313
PD20	Moving traffic violations - Adopt new powers available to Highways Authorities to improve safety and reduce congestion by enforcing traffic contraventions	317

PD21	Bus lane enforcement	321
PD22	Realign budget for structure repairs to reflect actual spending	325
PD23	Reduce external spend and increase internal spend on the Capital Programme	329
PD24	Realign budget for affordable housing income	333
PD25	Deletion of vacant officer post within Development Team	337
PD26	Estimated increase in national planning application fees	341
PD27	Delete vacant Access Officer Post	345
PD28	Economy team additional income	357
PD36	Annual uplift to fees and charges to cover inflationary cost of services - Place	361
PD37	Increase scope of LED rollout programme to include Port Marine lanterns and Non-LED zebra floodlights to reduce energy consumption	365
PD38	Realign income budget for Land Charges & Street Numbering to reflect an increase in fees to offset the cost of providing the service	369
PD39	Increase vacancy management target within Place staffing budgets	373

1. The Proposal

Directorate:	Place
Service area:	Recycling & Waste
Budget reference:	PD1
Budget reduction proposal:	Increase recycling materials income budget
Budget saving for this financial year:	£900,000

Description of the proposal:

Increase recycling materials income budget to reflect the upward trend of the market which has seen higher prices paid for the various recycling streams collected at kerbside and at the recycling centres.

Summary of changes:

This is a market driven increase plus it has been facilitated by the work NSEC have done in their processing and treatment of material at the transfer station and in maximising prices paid by off-takers or brokers through their negotiation.

Is this a continuation of a previous medium-term financial plan saving?

No Yes

If yes, please insert reference number and year of assessment?

PD S1

If yes, please describe what steps you have taken to review the equality impacts from previous years?

No impact anticipated as a result of this proposal

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:							

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

There is no impact anticipated as a result of this proposal.

Please describe how you will communicate these changes to your customers

N/A

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

<u>Service area</u>	<u>Value of saving</u>
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed?

Yes No

If 'yes', when will the further assessment be completed?

Service Manager: Colin Russell

Date:

26th November 2022

1. The Proposal

Directorate:	Place
Service area:	Recycling & Waste
Budget reference:	PD3
Budget reduction proposal:	Garden waste inflationary increase
Budget saving for this financial year:	£150,000

Description of the proposal:

Increase garden waste subscription charge from £50 to £55 per year.

Summary of changes:

Increase garden waste subscription charge from £50 to £55 per year. This is a 10% inflationary increase

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income			X				X
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:							

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

Impact on residents on low incomes. Residents on council tax support will continue to receive the same percentage of discount.

Discounted compost bins will continue to be offered.

Please describe how you will communicate these changes to your customers

N/A

4. Staff equality impact summary

Are there any staffing implications for this proposal? **Yes** **No**

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

<u>Service area</u>	<u>Value of saving</u>
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed?

Yes

No

If 'yes', when will the further assessment be completed?

Service Manager:

Colin Russell

Date:

26th November 2022

1. The Proposal

Directorate:	Place
Service area:	Recycling & Waste
Budget reference:	PD4
Budget reduction proposal:	Garden waste optimisation of rounds (Garden waste collected on a different day to other collections)
Budget saving for this financial year:	£50,000

Description of the proposal:

Optimisation of garden waste rounds to acknowledge reduction in numbers of residents signed up and to determine collection day based on maximising round efficiencies. This may result in collections being scheduled on a different day to a residents recycling and residual waste collection

Summary of changes:

Potential change in collection day for residents, which may be different from their recycling and waste collection day.

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:							

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

Possible change in collection day and this may be different for recycling and residual waste collection day. Assisted collections will remain in place.

Please describe how you will communicate these changes to your customers

Email or letter to residents impacted by a day change.

4. Staff equality impact summary

Are there any staffing implications for this proposal? **Yes** **No**

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

There is a potential for staff impact if crew numbers reduce, overall staff numbers on garden waste rounds may reduce and they will likely be re-deployed to other vacancies. Waste collection staff are employed by NSEC.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed?	Yes	No
If 'yes', when will the further assessment be completed?		

Service Manager:

Colin Russell

Date:

26th November 2022

1. The Proposal

Directorate:	Place
Service area:	Recycling & Waste
Budget reference:	PD5
Budget reduction proposal:	Find efficiency savings within the Waste contract – this could include campaigns to improve the sorting of recycling by residents
Budget saving for this financial year:	£150,000

Description of the proposal:

Recycling should be presented within recycling boxes in line with the requirements and information provided within the service leaflet and as outlined in various social media and other communications. Separating out the different materials within the recycling box, allows collection crew to empty the recycling box within 20 seconds, whereas a mixed-up recycling box can take the crew up to 2 minutes to sort out materials and load into the vehicle. This reduction in time, makes the crew more efficient and the different materials will be a higher quality as there is no contamination.

Summary of changes:

There are no changes to how to present the recycling in the container. This proposal is about reinforcing this message to ensure more residents present their recycling as outlines in service materials.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:							

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

The proposal is to carry out engagement work with residents on how to sort material within recycling container correctly to maximise productivity of crew. Ongoing assisted collections will continue.

Please describe how you will communicate these changes to your customers

We will reinforce the service messages through the provision of leaflets, door knocking, social media and crew cards. This information will be available in a range of formats.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? Yes **No**
If 'yes', when will the further assessment be completed?

Service Manager:

Colin Russell

Date:

26th November 2022

1. The Proposal

Directorate:	Place
Service area:	Recycling & Waste
Budget reference:	PD6
Budget reduction proposal:	Refresh and embed a policy to minimise replacement/additional bins/containers
Budget saving for this financial year:	£50,000

Description of the proposal:

The number of new and replacement containers supplied continues to increase and the unit cost of containers has doubled over the last year.

The amount of new developments has put a strain on the container budget and the cost of the resource required to deliver them. This proposal is to seek to charge developers for the supply of a suite of containers for each property being built. Also, to have a more robust policy around the use of unauthorised, additional rubbish bins at some properties (which deters recycling) and ensuring larger bins, that have been previously agreed, are still required by the householder and they're not able to use the standard size bin.

Summary of changes:

Charge developers/residents for the provision of containers

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income			X				X
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:							

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

Overall low impact but could impact on residents on low income who may find it more difficult to pay for a replacement.

Developers would be charged for new containers. This is likely to be a low impact when considering the value of properties being sold – container costs would be minimal.

Please describe how you will communicate these changes to your customers

We will notify residents through North Somerset Life articles, Press releases, e life, social media etc.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

<u>Service area</u>	<u>Value of saving</u>
_____	_____
_____	_____
	Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed?	Yes	No
If 'yes', when will the further assessment be completed?		

Service Manager:

Colin Russell

Date:

26th November 2022

1. The Proposal

Directorate:	Place
Service area:	Recycling & Waste
Budget reference:	PD7
Budget reduction proposal:	Campaigns to increase recycling and reduce disposal costs
Budget saving for this financial year:	£50,000

Description of the proposal:

Run a campaign to reduce waste and increase recycling. This will be in a limited area, rather than authority wide. This will allow possible use of an additional container which will allow more materials to be separated.

Summary of changes:

There are no changes to how to present the separated-out materials for recycling but it's likely the campaign will trial an additional container (sack) for cardboard which will assist in keeping cardboard and glass separate. At the present time both materials are in the same container and can become mixed, which causes contamination and can damage the baler unit at the recycling transfer station (glass is an abrasive). The campaign will also reinforce the other recycling messages that are within the service leaflet and promoted on social media and North Somerset Life.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:							

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

The proposal is to carry out engagement work with residents on how to sort material within recycling container correctly to maximise productivity of crew and improve quality of materials recycled. This helps with onward sale of the commodity both on acceptance and price.

Please describe how you will communicate these changes to your customers

We will advise of any changes through leaflets, door knocking, social media and crew cards

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

<u>Service area</u>	<u>Value of saving</u>
	Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? Yes **No**
If 'yes', when will the further assessment be completed?

Service Manager:

Colin Russell

Date:

26th November 2022

1. The Proposal

Directorate:	Place
Service area:	Recycling & Waste
Budget reference:	PD9
Budget reduction proposal:	Income from public surveillance cameras and private CCTV monitoring
Budget saving for this financial year:	£10,000

Description of the proposal:

Our CCTV system is now fully digitised, as a result it is more flexible and allows easier deployment. This means we can start to look at marketing our CCTV service to other stakeholders throughout North Somerset.

Summary of changes:

Expansion of the use of the CCTV service to allow provision of services to other stakeholders.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:							

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

This proposal is in respect of generating income. It will not have an impact on the current level of service provision for residents and visitors in North Somerset.

Please describe how you will communicate these changes to your customers

N/A

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
	Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? Yes No

If 'yes', when will the further assessment be completed?

Service Manager:

Colin Russell

Date:

2nd December 2022

1. The Proposal

Directorate:	Place
Service area:	Safer Communities
Budget reference:	PD10
Budget reduction proposal:	Fixed Penalty Notice (FPN) Revenue for Anti-Social-Behaviour & CCTV used to issue FPNs for Highways and Public Protection Order and review funding models for Community Response
Budget saving for this financial year:	£50,000

Description of the proposal:

CCTV will be involved in issuing of FPN for highways and public space protection order breaches. FPN's will be issued by community response officers and environmental enforcement company for anti-social behaviour offences.

The review of funding models for Community Response proposal will be considered in 2024/25.

Summary of changes:

Community response officers and the environmental enforcement company already issue FPN's for anti-social behaviour. The use of CCTV to do the same is a new addition and will allow for greater coverage of the area.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:							

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

FPN's are already issued by Community Response Officers and the environmental enforcement company. The introduction of CCTV to also issue FPN's is an extension of an existing process. It is not expected that there will be any equalities impact because of this proposal.

Please describe how you will communicate these changes to your customers

The changes are an extension to who issues FPN's and will be included within our enforcement policy

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? Yes **No**
If 'yes', when will the further assessment be completed?

Service Manager:

Colin Russell

Date:

25th November 2022

1. The Proposal

Directorate:	Place
Service area:	Open Spaces, Natural Environment and Leisure
Budget reference:	PD11
Budget reduction proposal:	Realign income budgets for leisure centres to current usage levels
Budget saving for this financial year:	£15,000

Description of the proposal:

Reduce budget for free access to leisure centres for Armed Forces personnel and their families (where eligible) to match usage levels.

Summary of changes:

Analysis of the numbers of people that use this scheme has been carried out and the budget has been reduced to reflect actual usage.

Memberships issued to forces personnel who reside in North Somerset has been reducing over the past three years, by about one third, from 162 passes issued in 2020 to 106 in 2022.

Reduced take up of the scheme is reflected in a lower take up of activities. For example, there were only 260 sessions undertaken in 2020/21, 232 sessions in 2021/22 and, to date, in 2022/23 555 sessions have been delivered. These numbers are considerably lower than the proposed new budget which has been set to cover a 50% increase in current use.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

DE15 – 2021/22

If yes, please describe what steps you have taken to review the equality impacts from previous years?

In 2021/22 a full consultation with members was conducted and a revised scheme

offered to eligible members of the Armed Forces Community. This offer remains but as above take up is lower than budgeted for.

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

Users who are currently benefiting from the scheme will continue to be able to access the relevant leisure centre activities for free

Please describe how you will communicate these changes to your customers

This will not be communicated because the current users of the scheme will not experience any change.

4. Staff equality impact summary

Are there any staffing implications for this proposal?

Yes

No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

N/A

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed?

Yes

No

If 'yes', when will the further assessment be completed?

Service Manager:

John Flannigan

Date:

28th November 2022

1. The Proposal

Directorate:	Place
Service area:	Open Spaces, Natural Environment and Leisure
Budget reference:	PD12
Budget reduction proposal:	Make permanent the existing closure of Churchill Sports Centre
Budget saving for this financial year:	£117,000

Description of the proposal:

Make permanent the closure of Churchill Sports Centre

Summary of changes:

- Churchill Sports Centre's future has been subject to extensive engagement with our Executive, local ward members, parish councils in the area and local stakeholders with all options having been explored.
- Regrettably, we have reached the conclusion that the only affordable option is the permanent closure of the pool and studio.
- No affordable options have been identified by the council nor the local community to reinstate services that have been closed for the past two and a half years.
- However, the sports pitches and sports hall remain available for community use as they have done throughout the closure period, operated by Churchill Academy.
- Discussions are under way about the future of the asset and we will share more information on this when we're able to.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

DE5 2021/22

If yes, please describe what steps you have taken to review the equality impacts from previous years?

This proposal was in relation to the temporary closure of Churchill Sports Centre following the pandemic with the aim that a sustainable solution for the sports centre would be found enabling it to re-open. The consideration of equality issues such as access to sports facilities for disabled people was included in the discussions.

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

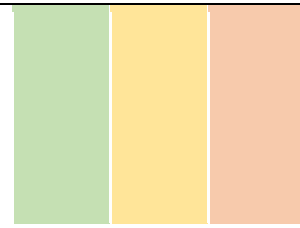
Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None
 + = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups			X				X
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed			X				

forces community, impact on health and wellbeing.

Please specify:



3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

Churchill Sports Centre has been closed for the past 2.5 years meaning that the facility has not been available for use by anyone since then. The confirmation of the permanent closure of the centre will not change this situation. It is expected that previous users have found alternative venues and opportunities for leisure activities.

An EIA was completed in 2020 which identified the following user group profiles although it is not possible to know if these are still relevant as there are no centre users to evaluate.

Age Group	NSC Percentage	Churchill SC User Percentage
60+	30.0%	13.3%
50-59	14.3%	12.7%
40-49	12.9%	14.6%
30-39	11.4%	7.7%
18-29	11.0%	12.3%
17 and under	20.3%	39.4%

As this shows there was a higher impact on those aged 17 and under in terms of these user profiles. This can be associated with the number of swimming lessons that are held on the site compared to other membership types. The total number of members that the above figures are related to is 742 of which 172 were swimming school members. There are other pools that provide swimming lessons, and it is assumed that people are travelling to these alternative locations such as Hutton Moor in Weston super Mare and Kings of Wessex in Cheddar to get their swimming lessons.

In relation to the distance travelled to the site the following table illustrates that most users of the facilities at Churchill SC are within a radius of 3 miles of the centre, this encompasses the villages of Puxton, Banwell, Wrington, Burrington and Congresbury. (Please note that the 3 miles is in a straight line rather than actual travel distance).

Distance travelled	Percentage
Under 1 mile	22.9%
Between 1 and 2 miles	20.0%
Between 2 and 3 miles	31.9%
Between 3 and 4 miles	14.5%
Greater than 4 miles	10.7%

This suggests that most users have to travel to the site and its closure means that they will still have to find travel arrangements to reach alternative locations.

In relation to the swimming lessons, 41.9% of these members live greater than 4 miles from Churchill SC to attend these lessons.

Young people are most affected by the closure of the swimming pool. 40% are transported to the site from more than 4 miles away

Please describe how you will communicate these changes to your customers

Discussions with Executive, local ward members, parish councils in the area and local stakeholders have taken place and they are aware of the final decision regarding Churchill Sports Centre. Any other communication will take place through the Council's normal communication channels.

4. Staff equality impact summary

Are there any staffing implications for this proposal?

Yes

No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

N/A

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
	Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed?

Yes

No

If 'yes', when will the further assessment be completed?

Service Manager:

John Flannigan

Date:

28th November 2022

1. The Proposal

Directorate:	Place
Service area:	Open Spaces, Natural Environment and Leisure, Seafronts and Parks
Budget reference:	PD13
Budget reduction proposal:	Seafront staff review
Budget saving for this financial year:	£40,000

Description of the proposal:

This review includes consideration of Seafronts and Parks Staff and alterations to staff structure related to the Tropicana and Bay Café's interim operation.

This will link to the Tropicana/Bay Café MTFP Proposals. (PD14)

Summary of changes:

It is proposed to restructure the Seafronts team.

The changes are required following a management review of operational arrangements and will ensure sufficient and suitable levels of management are maintained across 7 days of service delivery.

The current structure does not enable a planned and effective approach to ensuring managers and team leaders are consistently available at key times. Current practice relies on the goodwill of managers and team leaders to be regularly available out of hours; and managers are regularly required to work additional hours during evenings and weekends. Whilst this is an accepted part of their roles during large scale events and extreme periods of high visitor numbers it has become the norm. Reliance on managers and team leaders to undertake out of hours working detracts from the core function of their roles and places an unfair burden on the work life balance.

The restructure will create a robust core of managers and leaders that are supported by flexible and responsive teams.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

N/A

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/A

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level

Impact type

	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed				X			

forces community, impact on health and wellbeing.

Please specify:



3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

This proposal is about creating a new staff structure and will have no impact on users' experience of the seafront or Tropicana.

Please describe how you will communicate these changes to your customers

This is a staffing change and will not therefore be actively communicated.

4. Staff equality impact summary

Are there any staffing implications for this proposal? No Yes

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

Overall 6.8 posts will be deleted

- 3.8 x permanent, filled posts will be deleted
- 3 x FTE (vacant posts) will be deleted from the Bay Café

Overall 3 x new permanent FTE posts will be created

3 x FTE will have minor amendments to duties

1 x 0.8 FTE will be funded by the Bay Café Operator until October 2023 following which the post will be TUPE transferred to the Café/Tropicana operator.

Overall 1 x FTE post (filled) will be deleted.

This staff review will be conducted with the support of HR ensuring that all staff consultation requirements are met.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
	Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed?

Yes

No

If 'yes', when will the further assessment be completed?

Service Manager:

John Flannigan

Date:

28th November 2022

1. The Proposal

Directorate:	Place
Service area:	Libraries and Community
Budget reference:	PD14 (a)
Budget reduction proposal:	Review the commercial model for the following buildings: <ul style="list-style-type: none">• Somerset Hall• Playhouse Theatre• Tropicana• The Bay Café
Budget saving for this financial year:	This EIA relates to the savings proposed for Somerset Hall is £39,000

Description of the proposal:

Review the commercial model for Somerset Hall, Portishead including investigating the transfer of the lease to community management.

Summary of changes:

Review the commercial model and make recommendations. Consider whether to transfer the lease of Somerset Hall to community management, taking into account Schedule 5 of the lease that outlines the permitted use of the Hall i.e. a “public hall for education and recreational purposes”. Also, that whoever takes on the assignment of the lease understands that they take on responsibility for the maintenance of the plaza area of The Precinct and that they can satisfy the landlord that they have the capabilities of fulfilling this obligation.

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment?

n/a

If yes, please describe what steps you have taken to review the equality impacts from previous years?

n/a

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

Community use of the Hall is a condition of the lease. Transferring the lease to another party located in the community should safeguard community use of the space. Transferring the lease to another party with increased capital to invest in the site may improve the space for use by the whole community.

Please describe how you will communicate these changes to your customers

A consultation will take place with those groups currently using the Hall and the wider community to ensure that any impacts are understood and mitigations identified. A communications strategy will be developed as part of the transformation.

4. Staff equality impact summary

Are there any staffing implications for this proposal? No Yes

Explanation of staff impact

This is not yet fully understood and will be dependent on the way forward for Somerset Hall.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

n/a

Is a further detailed equality impact assessment needed?	Yes	No
If 'yes', when will the further assessment be completed?		

Service Manager:

Emma Wellard

Date:

13th December 2022

1. The Proposal

Directorate:	Place
Service area:	Open Spaces, Natural Environment and Leisure
Budget reference:	PD14 (b)
Budget reduction proposal:	Review the commercial model for the following buildings: <ul style="list-style-type: none">• Somerset Hall• Playhouse Theatre• Tropicana• The Bay Café
Budget saving for this financial year:	This EIA relates to the savings proposed for the Playhouse Theatre £25,000

Description of the proposal:

Divest/Transfer the Playhouse to third party management:

Summary of changes:

The Council has a contract with Parkwood Theatres to manage the Playhouse theatre. Parkwood are responsible for the day-to-day management of the building as well as organising, funding and delivering the programme of shows held at the theatre. This proposal is to update the contract so that Parkwood take on a full repairs lease of the building. This will mean the Council can save its repair and maintenance budget.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

N/A

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/A

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

This proposal relates to an administrative change to the way in which the building is managed not to the programme of events or the structure of the building.

Please describe how you will communicate these changes to your customers

No communication needed as no impact on customer experience.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

N/A

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed?

No

If 'yes', when will the further assessment be completed?

Service Manager:

John Flannigan

Date:

28th November 2022

1. The Proposal

Directorate:	Place
Service area:	Open Spaces, Natural Environment and Leisure
Budget reference:	PD14 (c)
Budget reduction proposal:	Review the commercial model for the following buildings: <ul style="list-style-type: none">• Somerset Hall• Playhouse Theatre• Tropicana• The Bay Café

Budget saving for this financial year: This EIA relates to the savings proposed for the Tropicana and The Bay Café: £184,000

Description of the proposal:

Divest/Transfer the Tropicana and Bay Café to third party management:

Summary of changes:

The Council is seeking Expressions of Interest from third party organisations to manage the Tropicana and Bay Café. The Council is looking for interest from private or charity sector organisations and is flexible in what such services might be, subject to delivering the objectives of the Placemaking strategy.

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment?

N/A

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/A

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				x			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				x			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

This proposal will create a new supplier for services provided at the Tropicana and Bay Café. However, the new provider would have to deliver services that meet the Placemaking objectives, and as these are already being delivered by the Council, no change is anticipated.

Please describe how you will communicate these changes to your customers

Any changes to the services provided at the Tropicana will be communicated through North Somerset Life, social media etc.

4. Staff equality impact summary

Are there any staffing implications for this proposal? No **Yes**

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

Any new providers will be required to TUPE transfer the staff to their employment

- 0.8 x FTE The Bay Café
- 1.8 x FTE Tropicana Events

A review of the associated Seafronts and Parks Structure is as a separate MTFP proposal 'Seafront staff review' (PD13). The posts above are the remaining posts required to operate The Tropicana and Bay Café until the future deliver method is determined.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving

Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? Yes **No**
If 'yes', when will the further assessment be completed?

Service Manager:

John Flannigan

Date:

28th November 2022

1. The Proposal

Directorate:	Place
Service area:	Libraries and Community
Budget reference:	PD15
Budget reduction proposal:	Reduce the budget for curatorial service
Budget saving for this financial year:	£5,000

Description of the proposal:

Reduce the budget for the curatorial service by £5,000, specifically removing the budget for conference attendance, subscriptions, advertising, and fees, which were last spent in 2017. The curatorial service is now outsourced to the Southwest Heritage Trust and therefore this element of the budget is no longer required.

Summary of changes:

£5,000 to be removed from the curatorial service budget.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing.				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

The budget has been unspent for the last 4 years so no impact on customers is anticipated.

Please describe how you will communicate these changes to your customers

No communications will be needed as no customer groups will be affected.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

<u>Service area</u>	<u>Value of saving</u>
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

None

Is a further detailed equality impact assessment needed? Yes No

If 'yes', when will the further assessment be completed?

n/a

Service Manager: Emma Wellard
Date: 15th November 2022

1. The Proposal

Directorate:	Place & Adult Social Services
Service area:	Home to School Transport / Community Meals
Budget reference:	PD17
Budget reduction proposal:	Establishment of a single, council-wide transport function and improved commissioning
Budget saving for this financial year:	£50,000

Description of the proposal:

The Integrated Transport Unit (ITU) proposes to extend its current delivery model by further integrating the transport related functions, structure and rationalised resources that are currently independently commissioned within North Somerset Council's Community Meals service.

The ITU has successfully piloted the integration of Community Meals and Home to School Transport Services which work seamlessly together, providing financial, sustainability and environmental benefits, whilst also de-risking the services and supporting business continuity.

The next stage is to bring forward a staff consultation with both Home to School Transport (HTST) and Community Meals operational staff. Informal staff briefings have already taken place.

Summary of changes:

- The ITU will be acting as a Transport Commissioning model for drivers / vehicles / route planning. Adult Social Services are to be responsible for all other service requirements for Community Meals i.e., policy, meal planning, budgets etc
- Initial cost mitigation of £81k identified. However, community meals budget was overspent by £80k in 2021/22 so this is a cost mitigation rather than a bankable MTFP saving at this point – there are no known mitigations for the overspend in adult services.
- Possible redundancy payments, however, we aim to retain all staff and have considered current contractual hours.

Is this a continuation of a previous medium-term financial plan saving? No

If yes, please insert reference number and year of assessment? N/A

If yes, please describe what steps you have taken to review the equality impacts from previous years? N/A

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

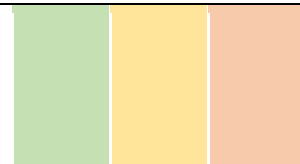
H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed				X			

forces community, impact on health and wellbeing.

Please specify:



3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

It is anticipated that the council's customers will not see any impact as a result of this proposal. The proposed new approach to delivering the service means that we can mitigate service losses and improve service delivery across the board through continuity of service and consistency in staff training and resource deployment.

Please describe how you will communicate these changes to your customers

Any changes will be following a formal consultation process, which included staff briefings and individual one to ones. We anticipate that there will be no impact to customers as this project is to bolster resilience and consistency within both services. If the project is successful, lines of communication with remain the same for customers.

4. Staff equality impact summary

Are there any staffing implications for this proposal?

Yes

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

There are 17 drivers across Home to School Transport and Community Meals with contracted posts, ranging from 3 – 40 hours per week. This proposal is subject to a staff consultation process, the project endeavours to onboard current staff within a revised shift pattern, however the start and finish times of the shift patterns will be the significant change to the current operational deployment. The shift patterns have been trialled as part of the pilot and was successful in delivery.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

A corporate Transport Commissioning Board has been overseeing the development of this approach since the establishment of the Integrated Transport Unit. This project is a further development of the overall direction and approach to transport commissioning across the Council to ensure a full range of benefits are realised including seamless integration, financial sustainability, environmental benefits and support for business continuity in a high-risk market.

Is a further detailed equality impact assessment needed? **No** Yes

If 'yes', when will the further assessment be completed?

Service Manager: Huw Thomas Jones

Date: 13th December 2022

1. The Proposal

Directorate:	Place
Service area:	Home to School Transport
Budget reference:	PD18
Budget reduction proposal:	Re-visit safe walking routes to school
Budget saving for this financial year:	£100,000

Description of the proposal:

Implement additional safe routes to school where viable to reduce the need for transport to be provided and encourage walking to school for health benefits as well as cost reductions to the council.

Summary of changes:

In some locations, where a safe route to school is implemented, children will be able to walk to school rather than have transport provided to them at the expense of the council. This is for children at mainstream schools without special educational needs – a different type of transport assessment applies to children with special educational needs.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

PD S7 – 2022/23

If yes, please describe what steps you have taken to review the equality impacts from previous years?

As identified an EIA is completed for each viable safe walking route.

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income			X		X		X
People in particular age groups			X		X		X
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:			X		X		X

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

There would be positive and negative impacts of the change, the level of impact is considered to be low. The positive impacts are that the children and parents will have safe walking routes to and from school which will have a positive impact on physical and mental health. The negative impacts could be that parents and carers may have inflexible working hours and have become accustomed to having the children transported to school may take longer to do the school run if walking. The positive and negative impacts apply to children, their parents with potentially more impact on people on low incomes.

Please describe how you will communicate these changes to your customers

We will communicate with the school community and parents and carers to advise of the installation of the safe walking route and changes to the provision of transport.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? **Yes** No

If 'yes', when will the further assessment be completed?

Each separate project will have an EIA completed as it progresses throughout 2023/24.

Service Manager: Gemma Dando

Date: 5th December 2022

1. The Proposal

Directorate:	Place
Service area:	Highways and Parking Services
Budget reference:	PD20
Budget reduction proposal:	Moving traffic violations - Adopt new powers available to Highways Authorities to improve safety and reduce congestion by enforcing traffic contraventions
Budget saving for this financial year:	£100,000

Description of the proposal:

Adopt new powers available to Highways Authorities to improve safety and reduce congestion by enforcing traffic contraventions.

Summary of changes:

Adopting these powers will allow NSC to enforce traffic contraventions that are enforceable by the police.

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment?

N/A

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/A

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

No negative impact on road users as the proposals only change who enforces the traffic contraventions.

Positive impact on traffic movement and access as adopting the powers will allow greater enforcement in key areas. Schools zigzags for example.

Please describe how you will communicate these changes to your customers

None planned currently as no impact on road users.

4. Staff equality impact summary

Are there any staffing implications for this proposal? No Yes

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

Additional staff will be required to adopt the proposal; however these will be self-funding.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed?

Yes

No

If 'yes', when will the further assessment be completed

Service Manager:

Darren Coffin-Smith

Date:

2nd December 2022

1. The Proposal

Directorate:	Place
Service area:	Highway and Parking Services / Transport
Budget reference:	PD21
Budget reduction proposal:	Bus Lane enforcement
Budget saving for this financial year:	£100,000

Description of the proposal:

Bus lane enforcement at existing bus lane and gate locations. Allocation of bus gate and bus lane enforcement income at the current sites: Odeon (Weston-super-Mare), Red Admiral (Weston super Mare), Commercial Way (Worle) and Queensway (Worle). Income generation is not certain and is reliant on the actions of the general public. 10% of any PCN cost goes to court and DVLA fees.

Summary of changes:

Drivers who use bus lanes in Weston-super-Mare without authorisation may be issued with a Penalty Charge Notice (PCN). Enforcement of bus lanes has the following benefits:

- more free-flowing public transport due to fewer illegally parked or queuing vehicles
- reduced journey times for public transport, encouraging more people to use services
- safer roads with fewer accidents
- improved highway management
- consistency with neighbouring authorities

Area of enforcement cover four bus lanes in Weston-super-Mare located at:

- Queensway bus terminus, Worle - entrance from Commercial way (near McDonalds) and Queensway
- Locking Road - entrance opposite Red Admiral, west bound
- Locking Road - entrance by the Odeon cinema, east bound

The lanes are monitored using Automatic Number Plate Recognition (ANPR) camera systems. The cameras will record breaches and automatically generate Parking Charge Notices (PCNs).

While other bus lanes may not have cameras at the moment those remain under review and should only be used by the appropriate vehicles.

Penalty charge notices are charged at £70, or £35 if paid within 21 days.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)			X		X		
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)			X		X		
Lesbian, gay or bisexual people				X			
People on a low income			X		X		
People in particular age groups			X		X		
People in particular faith groups				X			

People who are married or in a civil partnership	X			
Transgender people	X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:	X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

The introduction of a more robust enforcement approach to the dedicated road space for public buses, has a wider benefit to those who most rely on the bus as a primary mode of transport, and those who could transition to more sustainable forms of transport in future years. Delays to buses often cause anxiety and impact on the reputation and efficiency of the bus services, this in turn effects those who use it as a primary mode of travel statistically this tends to be the young, older and disabled people, habitually resulting in a higher dependency on single occupancy trips or car ownership, the use of the bus often leads to a greater use of sustainable travel modes such as walking and cycling too.

Please describe how you will communicate these changes to your customers

This scheme has already been consulted through normal scheme engagement processes and is delivered and implemented. This MTFP proposal seeks to assign some of the income from the enforcement to the Council's budget baseline.

4. Staff equality impact summary

Are there any staffing implications for this proposal? No Yes

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

The processing of fines associated with any contraventions will require additional resource to manage, this is anticipated in the scheme to be cost neutral and achievable within overall resource levels.

Staff resources will be required to implement enforcement action and will be required to be secured in tandem with delivery of the infrastructure schemes.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? Yes No
If 'yes', when will the further assessment be completed?

Service Manager: Bella Fortune
Date: 6th December 2022

Medium Term Financial Plan Initial Equality Impact Assessment 2023/24

1. The Proposal

Directorate:	Place
Service area:	Highway Technical services
Budget reference:	PD22
Budget reduction proposal:	Realign budget for structure repairs to reflect actual spending
Budget saving for this financial year:	£25,000

Description of the proposal:

Reduce revenue budget for structure repairs to reflect actual revenue spending.

Summary of changes:

Currently due to resource difficulties the revenue budget is not spent in its entirety. This proposal formalises what is already happening. Revenue spending is available for in year emergency repair work as well as non-capitalised expenditure e.g. devegetation of structures and graffiti removal. Reduction of the budget will minimise the ability to carry out proactive repairs if resources ever become available but is currently sufficient to carry out in year emergency repairs.

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment?

N/A

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/A

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

It is not anticipated that there will be any impact as a result of this budget proposal as historically it has not spent.

Please describe how you will communicate these changes to your customers

No communication planned as no impact as a result of the proposal.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

N/A

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Historic budget not spent; this has been the case for many years.

Is a further detailed equality impact assessment needed? Yes **No**

If 'yes', when will the further assessment be completed?

Service Manager:

Darren Gilbert

Date:

7th December 2022

Medium Term Financial Plan Initial Equality Impact Assessment 2023/24

1. The Proposal

Directorate:	Place
Service area:	Major Projects
Budget reference:	PD23
Budget reduction proposal:	Reduce external spend and increase internal spend on the Capital Programme
Budget saving for this financial year:	£200,000

Description of the proposal:

As part of the Council's extensive major projects programme, we appoint consultants to support the teams in the development, management, and delivery of these major projects. The proposal is to divert a small percentage of the fees attributable for professional services to supporting existing council staff in delivering the equivalent service on behalf of major projects so reducing our reliance on external resource and recycling internally fees.

Summary of changes:

There are no changes proposed to existing processes or procedures. The proposal looks at staff delivering the same service from external to internal resource.

Is this a continuation of a previous medium-term financial plan saving?

Yes **No**

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

There is no impact or changes within any identified group. The proposal is solely dealing with resource to deliver the same service using the same processes and procedures.

Please describe how you will communicate these changes to your customers

Not needed as no impact anticipated

4. Staff equality impact summary

Are there any staffing implications for this proposal? **Yes** **No**

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

Existing staff will accommodate workflows resulting from this proposal. Likely numbers to be determined but will potentially involve several services including economy, legal, procurement for example. Ongoing workloads will be monitored through team meetings and one to ones.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
	Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed?	Yes	No
If 'yes', when will the further assessment be completed?		

Service Manager:

Alex Fear

Date:

23rd November 2022

1. The Proposal

Directorate:	Place
Service area:	Development & Placemaking
Budget reference:	PD24
Budget reduction proposal:	Realign budget for affordable housing income
...	
Budget saving for this financial year:	£28,000

Description of the proposal:

To increase income target from affordable housing

Summary of changes:

The council collects an “enabling fee” for each affordable housing unit delivered (currently £550 per unit).

The council has increased its target for delivery of affordable homes from 150 up to 200 per year. In line with the increase in housing delivery, the income from enabling fees will increase. For an additional 50 units/year this equates to £27,500 per annum.

The fees are well-established and are allowed for in the budgets of Registered Providers (RPs), landowners and developers.

The fees help to pay the costs of the council associated with the delivery of housing – for example in setting planning policies, brokering relationships between RPs, developers & landowners, and negotiating S106 agreements.

Is this a continuation of a previous medium-term financial plan saving?

Yes

No

If yes, please insert reference number and year of assessment?

N/a

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/a

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)			X		X		
People from different ethnic groups			X		X		
Men or women (including those who are pregnant or on maternity leave)			X		X		
Lesbian, gay or bisexual people			X		X		
People on a low income			X		X		
People in particular age groups			X		X		
People in particular faith groups			X		X		
People who are married or in a civil partnership			X		X		
Transgender people			X		X		
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:			X		X		

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

The increase in fee income to the council is not expected to have direct impacts on any of the groups above.

Where there are any indirect impacts, these will be positive, in providing additional income to increase and accelerate the delivery of affordable housing.

Please describe how you will communicate these changes to your customers

As the fees are charged per unit, there is no impact to be communicated to customers. The sums are allowed for in the budgets of RPs, developers & landowners.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

N/a

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

N/a

Is a further detailed equality impact assessment needed? Yes **No**

If 'yes', when will the further assessment be completed?

N/a

Service Manager: Jenny Ford

Date: 28th November 2022

1. The Proposal

Directorate:	Place
Service area:	Development & Placemaking
Budget reference:	PD25
Budget reduction proposal:	Deletion of vacant officer post within Development Team
Budget saving for this financial year:	£36,000

Description of the proposal:

To delete a vacant JM1 grade post from the Development Team

Summary of changes:

To delete this post, which has been vacant for more than 12 months.

Proposals link to wider re-structuring of Development / Property & Projects Teams, including additional transformation funding. This will ensure that work continues to be resourced.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

N/a

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/a

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

Proposals link to wider re-structuring of Development / Property & Projects Teams, including additional transformation funding. This will ensure that work continues to be resourced, therefore no/neutral impact on our customers

Please describe how you will communicate these changes to your customers

Not required – post has been vacant for an extended period and work will continue to be resourced.

4. Staff equality impact summary

Are there any staffing implications for this proposal? No Yes

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

Deletion of JM1 post – however this post has already been vacant for an extended period.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

<u>Service area</u>	<u>Value of saving</u>
	Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

N/a

Is a further detailed equality impact assessment needed? Yes **No**

If 'yes', when will the further assessment be completed?

N/a

Service Manager: Jenny Ford

Date: 28th November 2022

1. The Proposal

Directorate:	Place
Service area:	Planning
Budget reference:	PD26
Budget reduction proposal:	Estimated increase in national planning application fees
Budget saving for this financial year:	£16,000

Description of the proposal:

Planning application fees are set nationally. The Levelling Up & Regeneration Bill currently going through Parliament suggests an increase in planning application fees to be introduced nationally. The bill however has been delayed and it is not known if and when the fee increase will be introduced.

Summary of changes:

Forecasting planning application fee receipts is not an exact science as it depends on the number and type of planning applications submitted. This in turn depends on a variety of factors including the national economic situation. In recent years the Council, has struggled to achieve its current fee income target so a conservative forecast of increased income by £16,000 per year is considered appropriate at this stage.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income			X				X
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

Planning application fees are set nationally and are not discretionary. There are a sliding scale of fees according to the scale and nature of the proposal. This may have a low impact on those who are on a low income due to the increase in charges.

Please describe how you will communicate these changes to your customers

They will be advised through the Council website and republished fee schedules.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
	Total

6. Review and Sign Off

Service Manager Review

The post has been vacant for 18 months and services have been advised to seek alternative advice if and when required.

Is a further detailed equality impact assessment needed? Yes No

If 'yes', when will the further assessment be completed?

Service Manager:

Richard Kent

Date:

22nd November 2022

Medium Term Financial Plan Equality Impact Assessment 2023/24

Service area: Planning
Budget reference: PD27
Budget reduction proposal: Delete vacant Access Officer post
Equality impact assessment owner: Richard Kent
Assistant Director/Director sign off: Alex Hearn
Review date: January 2023

Page 481

Budget Ref.	Budget Reduction Proposal	Budget Reduction £				Staffing Reduction (FTE) 2023/24
		2023/24	2024/25	2025/26	2026/27	
PD27	Delete vacant officer post	£19,000				0.4

Equality Impacts

Please make High, Medium or Low 'bold' as appropriate

Service User Impact

Before mitigating actions	High	Medium	Low
After mitigating actions	High	Medium	Low

Staff Impact

Before mitigating actions	High	Medium	Low
After mitigating actions	High	Medium	Low

1. The Proposal

1.1 Background to proposal

(Please provide a brief explanation of the project/proposals. You should consider the impact on both customers and staff)

The budget for a part time Access Officer (equivalent to 2 days/week) was transferred to place following the retirement of the previous postholder in March 2021. This budget has been retained but the post not filled since the full-time post holder left. The proposal is to remove this budget and delete the post.

1.2 Please detail below how this proposal may impact on any other organisation and their customers

The role of the Access Officer included advising on the access needs of disabled people in the development of council projects and in planning applications where there was an element of public access. The removal of this dedicated post will require a broader range of council officers to incorporate access for disabled people into their projects, this may mean projects engaging with external access consultants to provide expert advice to make sure their statutory requirements are met.

Section 2 – What Do We Know?

2.1 Customer/staff profile details – what data or evidence is there which tells us who is, or could be, affected?

Lists of planning applications for new developments where access requirements would need to be considered by the designers of the projects. One focus of the access officer role was to advise on detailed design issues, however there was a broader element to the role considering how diverse communities engaged in public spaces, providing an inclusive space for all. Broader issues such as transport and community safety would have also been considered.

Records aren't held of the number of projects which involve public spaces. In the year to date the Council has decided approximately 900 planning applications, of which approximately 700 were for house extensions.

2.2 What does the data or evidence tell us about the potential impact on diverse groups, and how is this supported by historic experience/data?

The post has been vacant since the previous post holder retired over 12 months ago. Designers of projects are now required to seek their own design guidance to make sure statutory requirements are met.

Planning application for significant new development must be accompanied by a Design and Access Statement. The purpose of *Design and Access Statements* is to show how a designer has considered the need to create high-quality places that are inclusive and easy for everyone to use.

In line with the National Planning Guidance, the Council has adopted planning policy DM42 to secure accessible and affordable housing and has developed more detailed supplementary planning guidance in its Accessible Housing Needs Assessment Supplementary Planning Document (SPD).

Part M of the Building Regulations set out the requirements for access to and use of buildings. These are enforced through applications for approval under the Building Regulations either to the Council or to approved independent inspectors.

Applicants for residential development are required to submit an Accessible Housing Statement.

2.3 Are there any gaps in the data, for example across protected characteristics where information is limited or not available?

Not that we are aware.

2.4 How have we involved or considered the views of the people that could be affected?

Consultation and engagement with the Council's Disability Access Group is facilitated by the Council's Inclusion and Corporate Development Team ensuring wherever possible the voices of disabled people are reflected in council led projects.

There has not been direct consultation with designers of projects. As the post has been vacant (and thereby the previous source of design advice not been available) for over 12 months the issue had been picked up on a case-by-case basis.

All planning applications are published on the Council's website for public comment. All comments received are considered before the application is decided.

This proposal was shared with the Equality Stakeholder Group on 12th January 2023 and they made the following comments:

Comment	Response
<p>One of the mitigating actions is the proposal that external consultants are engaged to provide access advice. Is the council able to identify how much has been spent on external consultants so far?</p>	<p>Consultancy input for private sector developers would be part of a developers' normal design costs and is not a cost to the Council. For Council projects, the design input would be part of the overall project cost. These costs will be monitored.</p>
<p>How are we ensuring that all relevant officers are aware of disability access issues.</p>	<p>Ongoing training to be planned in conjunction with the Disability Access Group to build shared understanding, transparency etc.</p>
<p>The consideration of access issues needs to consider the needs of those with a hidden disability, including people with a learning disability and dementia.</p>	<p>Noted and this will be considered in the development of the training for officers.</p>
<p>In the absence of a dedicated Access Officer the Disability Access Group has a range of expertise and could be engaged at a strategic level and review some individual case studies. Consider ways in which the Disability Access Group can be engaged with at the early stage of council led projects.</p>	<p>It is proposed to formalise liaison between relevant teams and the Disability Access Group so the Group has the opportunity to flag potential access issues during the project development stage.</p>
<p>The EIA should acknowledge the loss of co-ordination and oversight of this important corporate issue as a result of the loss of a dedicated post holder, this will not be replicated through the appointment of consultants.</p>	<p>Noted. Some of the strategic elements of the previous Access Officer role have been absorbed into other roles in the Council.</p>
<p>How are Design and Access statements monitored? Do officers review if proposed changes are implemented?</p>	<p>Statements are assessed as part of the normal consideration of planning applications.</p>

Consider how Disability Access Group can also be involved in schemes after they have been implemented to see how environment is working.	A list of projects could be provided for that the Disability Access Group to review and provide feedback.
--	---

2.5 What has this told us?

The Disability Access Group has a range of expertise which could be engaged in considering the strategic approach to access issues as well as providing feedback on individual case studies.

The Council has policies and guidance in place to enable designers to develop inclusive designs. The Building Regulations provides controls for access to and use of buildings.

The removal of the budget for remainder of this dedicated post may require a broader range of council officers to develop or procure expertise on access design issue for their projects. This may mean engaging with external access consultants to provide expert advice.

2.6 Are there any gaps in our consultation, what are our plans for the future?

The Equality Stakeholder Group made some helpful comments re the ongoing engagement with the Disability Access Group and other stakeholders to ensure that Council led projects continue to consider access issues. We will develop an improved process to ensure that the Disability Access Group is consulted on major schemes.

Section 3 – Assessment of Impact

Will the proposal have a disproportionate impact on any of these groups? Please describe the nature of the impact in ‘Summary of Impact’ column. You should describe both negative and positive impacts.

Assessment of impact should include the consideration of Public Sector Equality Duties as listed in [section 149 of The Equality Act 2010](#), specifically:

A public authority must, in the exercise of its functions, have due regard to the need to—

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None | + = Positive, = = Neutral, - = Negative

Impact Level

Impact Type

Summary of Impact

	H	M	L	N	+	=	-	
Disabled people (including consideration of neurodiversity)		X					X	Disabled access issues will not be considered in the same manner as previously. Relevant issues will now be considered by means other than a single 0.4FTE as set out in the Action Plan below
People from different ethnic groups			X				X	Relevant issues will be considered by means other than a single 0.4FTE as set out in the Action Plan below.
Men or women (including pregnant women or those on maternity leave)			X				X	As above
Lesbian, gay or bisexual people			X				X	As above
People on a low income			X				X	As above
People in particular age groups			X				X	As above
People in particular faith groups				X				
People who are married or in a civil partnership				X				

Transgender people

X



Impact Level

Impact Type

Summary of Impact

	Impact Level				Impact Type			Summary of Impact
	H	M	L	N	+	=	-	
Other specific impacts, for example: carers, parents, Armed Forces Community, impact on health and wellbeing. Please specify:				X				

Does this proposal have any potential [Human Rights](#) implications?

Yes

No

If 'yes', please describe

Could this proposal have a Cumulative Impact with any other service areas?

Yes

No

This is an impact that appears when you consider services or activities together; a change or activity in one area may create an additional impact somewhere else

If 'yes', please describe?

The removal of this dedicated post will require a broader range of council officers to incorporate access for disabled people into their projects, this may mean engaging with external access consultants to provide expert advice.

Section 4 – Action Plan

Where you have listed that there will potentially be negative outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.

Action taken/to be taken	How will it be monitored?
The Council will continue to work with the Disability Access Group on strategic matters albeit not through a single officer	Feedback from the Group
Designers of project will be expected to consult with the Disability Access Group at the early design stage of projects.	As above
Training will be provided for relevant officers on disabled access design considerations in conjunction with the Disabled Access Group	Annual staff training plan

Relevant policies including design and access statements will be reviewed on a regular basis

As part of normal review processes

If negative impacts remain after the above actions have been taken, please provide an explanation below.

N/A

Please set out how you plan to communicate these changes with your service users.

They will be advised of the guidance already available and on a case-by-case basis to seek alternatives methods of design advice if required.

1. The Proposal

Directorate:	Place
Service area:	Economy
Budget reference:	PD28
Budget reduction proposal:	Economy Team additional income
Budget saving for this financial year:	£16,000

Description of the proposal:

Increased income target for North Somerset Film Office

Summary of changes:

Increase Film Office activity

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level

Impact type

	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

The Film Office is used by filming companies to attain permits – it is not a removal or change to a service for our residents.

Please describe how you will communicate these changes to your customers

N/A

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes
No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed?

Yes

No

If 'yes', when will the further assessment be completed?

Service Manager:

Jane Harrison

Date:

18th November 2022

Medium Term Financial Plan Initial Equality Impact Assessment 2023/24



1. The Proposal

Directorate:	Corporate Services Directorate
Service area:	Cross cutting
Budget reference:	PD36
Budget reduction proposal:	Annual uplift to fees and charges to cover inflationary cost of services - Place
Budget saving for this financial year:	£124,000

Description of the proposal:

The council will continue its policy to apply an annual uplift to the budgets for fees and charges it levies on its services, based upon published external inflationary rates.

Summary of changes:

Customers currently pay specific fees and charges for a wide range of activities and services such as building control services, planning application or land charges fees, car parking, leisure activities or care related charges.

Some of these fees and charges are set nationally and the council is legally required to adopt these levels, whilst other fees and charges are set at local levels using the council's discretion. This specific savings proposal relates to fees and charges that are levied across all council services and so a breakdown has been provided below to show the impact for each directorate. These values will then be shared across all relevant service area budgets within each of the directorates.

It is proposed that the budgets associated with the fees and charges levied by the council will be inflated by 1.25% with effect from April 2022 to reflect the council's financial policy of annually inflating charges to cover the increased costs for goods and services.

It should be noted that whilst this proposed increase may be lower than some current national inflationary measures such as the Retail Prices Index or the Consumer Prices Index, the baseline proposal takes into account both the average increase in income budgets that is realistically feasible to achieve and also the average level of increased costs that the council will incur. For example;

- Not all services can increase their fees – exclusions would include planning fees
- Not all services can generate an increase in the level of income even if fees are inflated by more than the 1.25% - examples include adult social care fees which are limited to the individual circumstance of a customer and their ability to pay

It is important to note that this is a baseline increase and that where it is possible to increase income levels above this baseline sum, then a specific MTFP savings proposal will be tabled elsewhere within the papers. This provides more transparency into the decision-making process and enables stakeholders to review and assess the individual impacts of each change as these are very likely to be different for each individual service area.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

CORP S1 – 2022/23 MTFP budget proposal to increase income budgets

If yes, please describe what steps you have taken to review the equality impacts from previous years?

n/a

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level

Impact type

	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			

Men or women (including those who are pregnant or on maternity leave)	X			
Lesbian, gay or bisexual people	X			
People on a low income	X			X
People in particular age groups	X			
People in particular faith groups	X			
People who are married or in a civil partnership	X			
Transgender people	X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:	X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

There will be a minimal impact on customers although it is accepted that this may impact on customers with lower income levels should they access a service which has a charge associated with it.

Please describe how you will communicate these changes to your customers

Annual fees and charges are approved prior to the start of each financial year with the decision maker being dependent upon the level of the increase. For example;

- increases below 5% are approved by the relevant Director
- increases between 5% and 10% are approved by the relevant Exec Member
- increases over 10% are approved by the Executive

When fee increases have been agreed they will be published on the council's website.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

n/a

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

<u>Service area</u>	<u>Value of saving</u>
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

n/a

Is a further detailed equality impact assessment needed? Yes No

If 'yes', when will the further assessment be completed? n/a

Service Manager: Melanie Watts

Date: 13th November 2022

Medium Term Financial Plan Initial Equality Impact Assessment 2023/24

1. The Proposal

Directorate:	Place
Service area:	Highways Electrical
Budget reference:	PD 37
Budget reduction proposal:	Increase scope of LED rollout programme to include Port Marine lanterns and non-LED zebra floodlights to reduce energy consumption
Budget saving for this financial year:	£70,000

Description of the proposal:

To reduce the street lighting energy budget by £70,000

Summary of changes:

There is an existing LED rollout programme which has been replacing existing streetlights with lower energy LED lighting units consequently resulting in a cost saving in energy costs.

It is proposed that this programme is extended to include Port Marine lanterns and non-LED zebra floodlights which is expected to result in a £70,000 reduction in energy costs.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

DE20 2019/20 and PD S16 in 2022/23

If yes, please describe what steps you have taken to review the equality impacts from previous years?

No equality impacts have been identified from the previous savings

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

There is no expected impact on customers because of this budget proposal.

Please describe how you will communicate these changes to your customers

No communication required

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

None

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
	Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

No equality impacts identified as part of this budget proposal

Is a further detailed equality impact assessment needed? Yes **No**

If 'yes', when will the further assessment be completed?
N/A

Service Manager: Darren Coffin-Smith

Date: 13th January 2023

Medium Term Financial Plan Initial Equality Impact Assessment 2023/24

1. The Proposal

Directorate:	Place
Service area:	Land Charges & Street Numbering
Budget reference:	PD38
Budget reduction proposal:	Realign income budget for Land Charges & Street Numbering to reflect an increase in fees to offset the cost of providing the service
Budget saving for this financial year:	£19,000

Description of the proposal:

The charging structure for street naming and local land charge services has been reviewed, this proposal seeks to reflect the changes by increasing the income budget.

The level of charging will not exceed the cost for providing the service. The proposed increase in fees would cover the costs of the street naming and numbering service and contribute to covering the costs of the local land charges service.

Summary of changes:

To increase the income budget by £19,000

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

N/A

If yes, please describe what steps you have taken to review the equality impacts from previous years?

N/A

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level

Impact type

	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

No equality impacts have been identified since the scope of the existing online service provision and face to face support will not be affected by this proposal.

Please describe how you will communicate these changes to your customers

The changes will be included within the fees and charges published on the Council's website.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

N/A

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
	Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

N/A

Is a further detailed equality impact assessment needed?	Yes	No
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If 'yes', when will the further assessment be completed?		
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N/A

Service Manager:

Richard Kent

Date:

13th January 2023

Medium Term Financial Plan Initial Equality Impact Assessment 2023/24

1. The Proposal

Directorate:	Children's Services, Place, Corporate Services
Service area:	All Areas
Budget references:	CH05, CSD25, PD39
Budget reduction proposal:	Increase vacancy management target within Place Staffing Budgets
Budget saving for this financial year:	PD39 - £70,000 CSD25 – £75,000 CH05 - £100,000

Description of the proposal:

Each of the Directorates will increase its budgeted vacancy management targets to reflect the saving that will be incurred because of having vacancies within the staffing structures during the year.

Summary of changes:

The changes will require the management team to continue to take a proactive approach to managing vacancies to ensure that the financial target is met, although given that this represents an increase in current levels, procedures are already in place to support this. Analysis shows that historically this level of savings has been met and are therefore considered achievable, although given that in previous years additional savings have been used as a way of managing potential overspends, this proposal could bring slightly more financial risk to the overall budget.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level

Impact type

	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)			X				X
People from different ethnic groups			X				X
Men or women (including those who are pregnant or on maternity leave)			X				X
Lesbian, gay or bisexual people			X				X
People on a low income			X				X
People in particular age groups			X				X
People in particular faith groups			X				X
People who are married or in a civil partnership			X				X
Transgender people			X				X
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing.			X				X

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

The proposals are unlikely to have a significant impact on customers as vacancy management targets are always managed to ensure that staffing structures where there is a direct impact on vulnerable group are protected.

Please describe how you will communicate these changes to your customers

None, as no planned direct impacts

4. Staff equality impact summary

Are there any staffing implications for this proposal? **Yes** **No**

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

It is not possible to identify what posts or teams will be affected as it will depend on where vacancies arise and how quickly they are filled. There is a risk that, when staff leave, the remaining staff will be asked to reprioritise workloads.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? **Yes** **No**

If 'yes', when will the further assessment be completed?

Service Manager:

Katherine Sokol

Date:

6 January 2023

Equality Impact Assessments –

2023/24 Medium Term Financial Plan

Public Health & Regulatory Services – January 2023

Contents

Budget Reference	Description	Page
PH1 – 3	Budget savings within Regulatory Services, covering Housing, Consumer Protection and Environment Protection related services. Will include opportunity to increase income, and reduce expenditure.	379
PH4	Annual uplift to fees and charges to cover inflationary cost of services - PH&RS	383
PH5	Remodel team structure and limit recruitment against restructure plans agreed earlier in 2022. New reporting lines and allocation of functions to share increased workload. Will deliver savings to also support further realignment in 22/23.	387
PH6	Reduce allocation of budget to GP delivery of health checks and target provision in areas of higher deprivation or high risk workplace settings.	391
PH7	Seek economies of scale in delivery of settings programmes and reduce funding to support some interventions e.g. mental health training.	395

Medium Term Financial Plan Initial Equality Impact Assessment 2023/24

1. The Proposal

Directorate: Public Health and Regulatory Services

Service area: Regulatory Services

Budget references: PH1-3

Budget reduction proposals: Budget savings within Regulatory Services, covering Housing, Consumer Protection and Environment Protection related services. Will include opportunity to increase income and reduce expenditure.

Budget saving for this financial year: £80,000

Description of the proposal:

Savings proposals across the regulatory services functions totalling £80,000 are based on opportunities to increase income, review service demand, and explore new models of delivery. Review will be completed in conjunction with investment plan for public health grant to ensure key public health outcomes delivered by these services are maintained.

Summary of changes:

Savings are based on a mix of additional income, new models of service delivery and realignment of public health grant investment around delivery of key public health outcomes in protecting health and wellbeing.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income			X				X
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

Any changes to income may create some additional pressure on those paying for services but increases are within standard annual uplifts applied across all Council services or are voluntary paid for services e.g. quicker reinspection after food safety visit.

Please describe how you will communicate these changes to your customers

Any changes in models of delivery would be communicated to local businesses or residents through existing established communication channels.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

<u>Service area</u>	<u>Value of saving</u>
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

None.

Is a further detailed equality impact assessment needed? Yes **No**

If 'yes', when will the further assessment be completed?

Service Manager:

Matt Lenny, Director of Public Health and
Regulatory Services

Date:

16th January 2023

1. The Proposal

Directorate:	Corporate Services Directorate
Service area:	Cross cutting
Budget reference:	PH4
Budget reduction proposal:	Annual uplift to fees and charges to cover inflationary cost of services – PH&RS
Budget saving for this financial year:	£10,000

Description of the proposal:

The council will continue its policy to apply an annual uplift to the budgets for fees and charges it levies on its services, based upon published external inflationary rates.

Summary of changes:

Customers currently pay specific fees and charges for a wide range of activities and services such as building control services, planning application or land charges fees, car parking, leisure activities or care related charges.

Some of these fees and charges are set nationally and the council is legally required to adopt these levels, whilst other fees and charges are set at local levels using the council's discretion. This specific savings proposal relates to fees and charges that are levied across all council services and so a breakdown has been provided below to show the impact for each directorate. These values will then be shared across all relevant service area budgets within each of the directorates.

It is proposed that the budgets associated with the fees and charges levied by the council will be inflated by 1.25% with effect from April 2022 to reflect the council's financial policy of annually inflating charges to cover the increased costs for goods and services.

It should be noted that whilst this proposed increase may be lower than some current national inflationary measures such as the Retail Prices Index or the Consumer Prices Index, the baseline proposal takes into account both the average increase in income budgets that is realistically feasible to achieve and also the average level of increased costs that the council will incur. For example;

- Not all services can increase their fees – exclusions would include planning fees
- Not all services can generate an increase in the level of income even if fees are inflated by more than the 1.25% - examples include adult social care fees which are limited to the individual circumstance of a customer and their ability to pay

It is important to note that this is a baseline increase and that where it is possible to increase income levels above this baseline sum, then a specific MTFP savings proposal will be tabled elsewhere within the papers. This provides more transparency into the decision-making process and enables stakeholders to review and assess the individual impacts of each change as these are very likely to be different for each individual service area.

Is this a continuation of a previous medium-term financial plan saving?

Yes No

If yes, please insert reference number and year of assessment?

CORP S1 – 2022/23 MTFP budget proposal to increase income budgets

If yes, please describe what steps you have taken to review the equality impacts from previous years?

n/a

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level

Impact type

	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			

Men or women (including those who are pregnant or on maternity leave)	X			
Lesbian, gay or bisexual people	X			
People on a low income	X			X
People in particular age groups	X			
People in particular faith groups	X			
People who are married or in a civil partnership	X			
Transgender people	X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:	X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

There will be a minimal impact on customers although it is accepted that this may impact on customers with lower income levels should they access a service which has a charge associated with it.

Please describe how you will communicate these changes to your customers

Annual fees and charges are approved prior to the start of each financial year with the decision maker being dependent upon the level of the increase. For example;

- increases below 5% are approved by the relevant Director
- increases between 5% and 10% are approved by the relevant Executive Member
- increases over 10% are approved by the Executive

When fee increases have been agreed they will be published on the council's website.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes **No**

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

n/a

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

n/a

Is a further detailed equality impact assessment needed? Yes **No**

If 'yes', when will the further assessment be completed? n/a

Service Manager: Melanie Watts

Date: 13th November 2022387

1. The Proposal

Directorate:	Public Health
Service area:	Across directorate
Budget reference:	PH5
Budget reduction proposal:	Remodel team structure and limit recruitment against restructure plans agreed earlier in 2022. New reporting lines and allocation of functions to share increased workload. Will deliver savings to also support further alignment in 22/23
Budget saving for this financial year:	£118,000

Description of the proposal:

Original plans to expand the team structure (developed in 2021) have been scaled back by three posts in order to mitigate cost pressures across a range of services. This does not impact on existing posts, other than needing to allocate functions differently to ensure key priorities are addressed.

Summary of changes:

Changes in these areas are achievable through not proceeding with further investment in staffing structures and through use of any increase in the public health grant to mitigate cost pressures.

Is this a continuation of a previous medium-term financial plan saving?

Yes

No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level

Impact type

	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

No changes to current service delivery.

Please describe how you will communicate these changes to your customers

No changes to communicate.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area	Value of saving
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? No

If 'yes', when will the further assessment be completed?

Service Manager: Matt Lenny, Director of Public Health and Regulatory Services

Date: 16th January 2023

1. The Proposal

Directorate:	Public Health
Service area:	Health and care public health
Budget reference:	PH6
Budget reduction proposal:	Reduce allocation of budget to GP delivery of health checks and target provision in areas of higher deprivation or high-risk workplace settings
Budget saving for this financial year:	£30,000

Description of the proposal:

There has been a consistent underspend of approximately £30,000 in this programme budget because uptake of health checks dropped considerably during the pandemic and recovery has been slow due to challenges around primary care capacity to deliver this intervention.

The proposal is to provide for any future growth in demand through efficiencies gained across all areas of primary care contracting including developing integrated commissioning across Bristol, North Somerset and South Glos (BNSSG). This approach will not affect access to these services at local GP practices which will continue to be provided in the same way as they are currently

Summary of changes:

A review of commissioned services across primary care is being carried out alongside colleagues in BNSSG to identify ways to improve and target inequalities in access and outcomes. This will create more consistent and efficient ways to deliver services, including increased targeting of health checks and interventions that reduce risk of cardiovascular disease at cohorts that would achieve the most benefit.

Is this a continuation of a previous medium-term financial plan saving?

Yes

No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

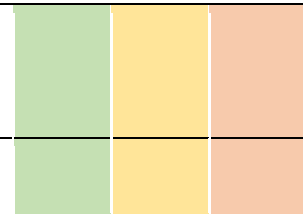
+ = Positive, = = Neutral, - = Negative

Impact Level

Impact type

	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing.				X			

Please specify:



3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

Health checks will continue to be available to local residents via GP surgeries in the same way they are now. A review of commissioning of public health services across BNSSG will help to improve access for people in more vulnerable groups, such as those listed above. The nature of benefits will become more defined as the review progresses.

Please describe how you will communicate these changes to your customers

No change in public access or support through this proposal. Enhanced ways to access support will be communicated as the new model is progressed.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

Service area

Value of saving

Total

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? Yes **No**

If 'yes', when will the further assessment be completed?

Service Manager: Matt Lenny, Director of Public Health and Regulatory Services

Date: 12th December 2022

1. The Proposal

Directorate:	Public Health
Service area:	Health improvement
Budget reference:	PH7
Budget reduction proposal:	Seek economies of scale in delivery of settings programmes and reduce funding to support some interventions e.g. mental health training
Budget saving for this financial year:	£20,000

Description of the proposal:

Expansion of the settings-based programmes across the life course – early years, schools and workplace health – has created the opportunity to develop more efficient systems, for example, a single digital platform for the public to access support. Alongside that, some interventions will now be funded from the Health and Wellbeing Strategy action plan, for example, dedicated funding for improving adults and children’s mental health and wellbeing including training.

Summary of changes:

The changes are based on efficiencies and substitute funding from an integrated budget of public health and Integrated Care Board investment. This will not impact on the current model of service delivery around the settings-based programme or mental health training.

Is this a continuation of a previous medium-term financial plan saving?

Yes

No

If yes, please insert reference number and year of assessment?

If yes, please describe what steps you have taken to review the equality impacts from previous years?

2. Customer equality impact summary

Will the proposal have a disproportionate impact on any of these groups?

Insert X into one box per row, for impact level and type.

H = High, M = Medium, L = Low, N = None

+ = Positive, = = Neutral, - = Negative

Impact Level	Impact type						
	H	M	L	N	+	=	-
Disabled people (Including consideration of neurodiversity)				X			
People from different ethnic groups				X			
Men or women (including those who are pregnant or on maternity leave)				X			
Lesbian, gay or bisexual people				X			
People on a low income				X			
People in particular age groups				X			
People in particular faith groups				X			
People who are married or in a civil partnership				X			
Transgender people				X			
Other specific impacts, for example: carers, parents, armed forces community, impact on health and wellbeing. Please specify:				X			

3. Explanation of customer impact

Please describe the reasons for the impact level in the table above. Please describe both positive and negative impacts.

No change to current service delivery model.

Please describe how you will communicate these changes to your customers

No changes to communicate but information about services and support are consistently communicated through a range of established channels.

4. Staff equality impact summary

Are there any staffing implications for this proposal? Yes No

Explanation of staff impact

If yes, please describe the nature of the impact, including how many posts could be affected, please state whether they are vacant, or filled permanently or temporarily.

5. Consolidation savings

Please complete only for medium or high impact areas.

Does this budget saving include many service areas/savings/projects?

If so, please identify the areas included in this proposal that could potentially have a medium or high impact for equality groups

<u>Service area</u>	<u>Value of saving</u>
Total	

6. Review and Sign Off

Service Manager Review

Insert any service manager comments here:

Is a further detailed equality impact assessment needed? Yes **No**
If 'yes', when will the further assessment be completed?

Service Manager: Matt Lenny, Director of Public Health and Regulatory Services

Date: 12th December 2022

North Somerset Council

REPORT TO THE EXECUTIVE

DATE OF MEETING: 8 FEBRUARY 2023

SUBJECT OF REPORT: TREASURY MANAGEMENT STRATEGY 2023/24

TOWN OR PARISH: ALL

OFFICER/MEMBER PRESENTING: ASHLEY CARTMAN, EXECUTIVE MEMBER FOR CORPORATE SERVICES

KEY DECISION: YES, values are greater than £500k and affect all wards

RECOMMENDATIONS

The Executive is requested to;

Recommend to Council for approval;

- i) the Treasury Management Strategy for 2023/24, as described throughout the report and shown in **Appendix 1**,
- ii) the Prudential Indicators for 2023/24, as shown in **Appendix 2**,
- iii) the Minimum Revenue Provision Statement for 2023/24, as shown in **Section 3.5**.

1. SUMMARY OF REPORT

The purpose of the report is to present the annual **treasury management strategy** (TMS) for the 2023/24 financial year, for recommendation onto Council for consideration and approval, as this is a requirement of the legislation.

The report contains details of;

- how the council plans to manage its cash-flows and resources in the year ahead to ensure effective treasury management,
- the proposed Prudential & Treasury Indicators for 2023/24, and
- the proposed policy for making Minimum Revenue Provision in respect of the repayment of the council's external debt, within the revenue budget.

Whilst much of the work within this area is detailed and can be complex, the council has developed a framework which contains a series of well-established policies and strategies to ensure that it meets the needs of the legislative and operational requirements within the context of the council's vision, values and approach to risk.

Much of the Strategy therefore continues on from the baseline principles used in previous years although has been updated to reflect recent changes in the legislative framework, which allow councils to modify their investment strategies so that they can reflect Environmental, Social and Governance (ESG) related issues. The basis for this is to introduce some of the

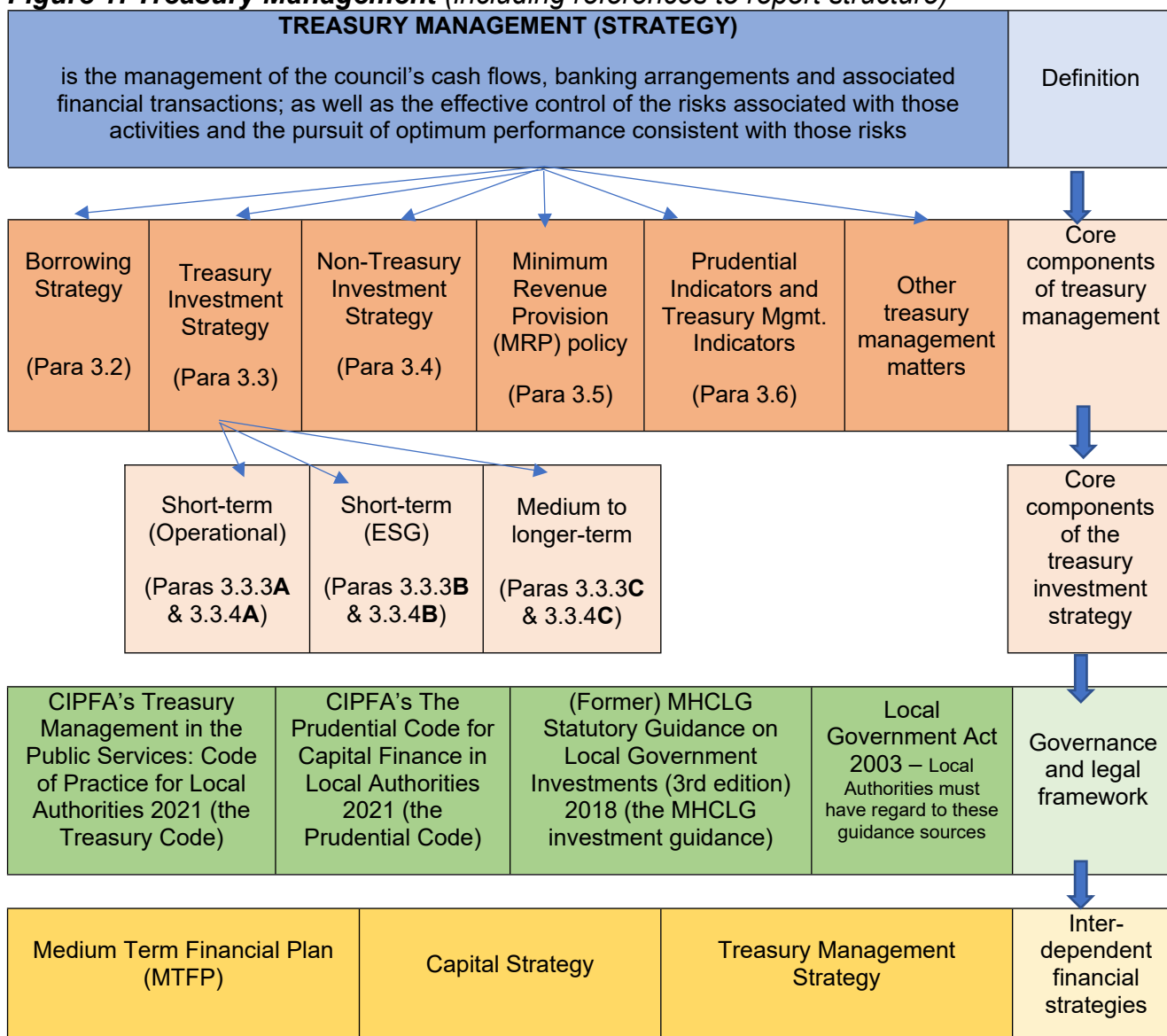
characteristics associated with becoming a ‘responsible investor’ which can be difficult given the stringent rules and the need to fulfil daily operational needs. The paper therefore proposes that a new framework be developed as part of the Strategy so that the council can place up to £6m of cash-flows using ESG principles.

2. POLICY

The council’s budget process should ensure that all resources are planned, aligned, and managed effectively to achieve the corporate aims and objectives of the council. The council’s treasury related strategies link directly into the revenue and capital budget planning processes and all aim to support effective service delivery across the council, in this year, as well as across the medium term.

Treasury management, its definition, constituent parts and its relationships with other policies and regulation is depicted in Figure 1 below.

Figure 1: Treasury Management (including references to report structure)



Each of the core components of treasury management, as noted above, are summarised in **Section 3** with further technical detail provided within the Treasury Management Strategy in **Appendix 1**.

3. DETAILS

3.1 Introduction and background

The council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is therefore to ensure that this cash flow is adequately planned, with cash being available when it is needed. Much of the day-to-day **treasury** activity is linked to investing surplus monies in low-risk counterparties or instruments commensurate with the councils' low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the council's capital plans. These capital plans provide a guide to the borrowing need of the council, essentially the longer-term cash flow planning, to ensure that the council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet council risk or cost objectives, subject to it being appropriate and affordable having considered premature redemption costs.

The contribution the **treasury management** function makes to the council is therefore critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

As expected, given the nature of the transactions undertaken in this area, together with the significant amount and types of risk involved, treasury management is heavily regulated both in terms of legal statute, technical investment guidance provided by government departments as well as Codes of Practice issued by the Chartered Institute of Public Finance and Accountancy (CIPFA). The council is required to adhere to and give due regard, to all these relevant frameworks.

CIPFA defines treasury management as "the management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks." This definition not only describes the various elements of treasury management activity, it also demonstrates how interlinked they are with other, which can make it difficult to explain the council's technical and strategic plans for the year ahead, in a way that can be easily understood.

The report has therefore been drafted to summarise the council's proposed approach for the 2023/24 financial within each of the following sections, with further detail contained within the appendices at the end of the paper.

- **Borrowing strategy** – paragraph 3.2
To support the council's capital spending plans

- **Treasury investment** strategy – paragraph 3.3
 - A) To support the daily operations of council services
 - B) To ensure that the council is a responsible investor * **new for 2023/24**
 - C) To manage longer-term cash-flows and generate financial returns to support the annual revenue budget
- **Non-treasury investment** strategy – paragraph 3.4
To support place-making ambitions across the district and to support the annual revenue budget
- Minimum revenue provision policy – paragraph 3.5
- Prudential indicators and treasury management indicators 3.6

3.2 Borrowing Strategy

3.2.1. Background and local context:

In some instances, the council may find itself in a position whereby it may need to borrow short-term loans to cover unplanned cash flow shortages arising from operations. However, most of the council's borrowing activity is linked to its capital spending plans.

CIPFA's Prudential Code for Capital Finance in Local Government, requires the council to determine that all its capital expenditure and investment decisions are affordable, prudent, and sustainable, and it must ensure that it sets limits on the amount that it can afford to borrow in the context of wider capital planning.

To understand whether new borrowing plans can be deemed affordable, the council must first understand its current borrowing position and then overlay planned changes.

On 31st December 2022, the council held £177m of borrowing which it has drawn down over several years to fund previous capital expenditure.

- £140m of this debt is held with the Public Works Loan Board (PWLB) at an average rate of 3.87%
- £3m of this debt is held with Salix at an average rate of 0%
- £12m of this debt relates to debt managed by Bristol City Council, in respect of the former Avon County Council organisation
- £22m of this debt relates to long-term leasing arrangements, the largest of which relates to the Sovereign Centre

The prudential indicators associated with the council's long-term borrowing position (as noted in the report to Audit Committee in November 2022) show that existing loans are sustainable and affordable which is a reliable platform to move forward from.

The summary below details the estimated level of borrowing that are likely to be required over the next few years to fund the schemes that are included within the current capital programme, as well as those being requested for approval in the Capital Strategy report for 2023/24.

Table 2: Estimated level of borrowing

EXPENDITURE BUDGET	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000
Approved Programme	105,174	112,753	81,468	50,394	35,376	0	385,164
- Planned additions to the programme	0	50,889	41,132	12,671	8,282	3,600	116,574
DRAFT CAPITAL PROGRAMME	105,174	163,642	122,600	63,065	43,658	3,600	501,738

FUNDING RESOURCES	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000
Earmarked Grants and contributions	83,005	135,669	87,809	16,882	0	0	323,365
Unsupported Borrowing	17,869	25,645	32,894	40,326	42,158	2,100	160,992
Capital Receipts	1,651	1,500	1,562	1,500	1,500	1,500	9,214
Revenue Contributions	2,648	827	336	4,357	0	0	8,168
	105,174	163,642	122,600	63,065	43,658	3,600	501,738

As can be seen from the table above, the overall level of new borrowing required over the period to 2028 is currently estimated to be £160.992m, with approximately £43.514m of this new borrowing being required to finance capital expenditure before the end of March 2024.

The summary above and all the borrowing calculations in this report only reflect proposals which are to be included within the council's approved capital programme. Should any further increases in borrowing or forward funding decisions subsequently be made beyond these levels, then further council approval would be required to re-state prudential indicators, and additional revenue resources identified to fund debt repayment costs.

The council may also borrow additional sums to pre-fund future years' requirements, providing that this does not exceed the authorised limit for borrowing, which is currently set at £265m.

3.2.2. Summary of current position:

The council currently holds £177m of long-term debt. Given the level of surplus cash-balances currently being held then the financial plan shows that the council does not anticipate a need to externalise any new borrowing that is planned for 2023/24.

3.2.3. Objectives:

The council's main objectives when borrowing will be to achieve a low but certain cost of finance, while retaining flexibility should plans change in future.

3.2.4. Proposed Strategy for 2023/24:

The Strategy for 2023/24 remains largely unchanged in that 'external' borrowing decisions will be deferred in respect of the 2023/24 financial year and the focus would instead be to draw-down and access the council's internal borrowing through reducing cash balances.

3.2.5. Borrowing strategy beyond 2023/24:

Given the levels of planned investment the council recognises that it may be required to borrow externally over the period 2024-2026 however, before any future borrowing is considered, officers would seek advice from the council's treasury management advisors in relation to the potential costs of different options and to ensure an option proposal aligned to the objectives.

Whilst the council has previously raised most of its long-term borrowing from the PWLB it will consider long-term loans from other sources in the future, including banks, pension funds, and other local authorities, and will investigate the possibility of issuing bonds and similar instruments, to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. An important change for local authorities to note is that they are no longer able to draw down loans from the PWLB if any of their capital spending plans relate to buying investment assets primarily for yield. Given that the council does not intend to borrow for yield, then it is likely that we will retain access to PWLB loans if needed.

3.3 Treasury investment strategy

3.3.1. Background and local context

Given that the primary purpose of treasury management is linked to the management of day-to-day cash-flows, then it must be accepted that the council will make investment decisions on an almost daily basis to smooth cash-flows and ensure that cash is planned and available when needed. These decisions and transactions are known as **treasury investments** and sums are often placed in short-term, low risk, highly liquid products which is commensurate with the council's low-risk appetite.

In addition to the daily cash-flows that are related to the annual budget, at any one time the council's balance sheet will show that it is also holding surplus cash-flows in respect of prior year activities, examples include the receipt of capital grants in advance of spending plans and the retention of monies within reserves, which may be held to fund future spending or be held to manage risk. It is necessary for these funds to also be placed in treasury investments during the year however, it is possible that some of these investments could be placed in a more strategic way that is more aligned to the nature and timescale of the relevant cash-flow, i.e. investments could be made across a longer-period of time if it is understood that the monies may not be required for a specific period of time.

Irrespective of whether the treasury related investment is placed for a short or a longer period, it is essential that **all** such investments are placed in accordance with the both the legal framework as well as the council's approach to risk and defined objectives.

Before considering its Strategy for treasury investments for the year ahead it is therefore important to firstly understand the following, some of which are described in more detail throughout the report and the appendices;

- the current level of investment balances held and performance,
- current regulatory framework and future changes,
- annual cash-flow forecasts for the year ahead,
- planned profile of spending linked to capital receipts, grants, and reserves,
- new investment plans,
- market conditions, interest rates and future expectations,
- Environmental, Social and Governance (ESG) related considerations, and
- any other strategic decisions that may have been taken elsewhere within the council's treasury management strategy (i.e., borrowing strategy, approach to risk, required asset allocations, choice of assets)

3.3.2. Summary of current position:

In the past 12 months, the council's treasury investment balance has ranged between £154m and £191m which is comparable to the level in the previous 12 months. A review has been undertaken which show that this is, to a large extent, linked to legacy issues relating to Covid-19 and more recently the cost-of-living pressures, notably surrounding the cash flows related to the many support packages and intervention measures that the government continues to put place. The ability of the council to lever in external funding for large capital projects also reduces the need to draw down on the council's core cash-flows. Forecasts do indicate that these levels are expected to reduce by 31 March 2023 as sums are paid to businesses, providers and potentially returned to the government.

The majority of the council investments are held as short-term, with the duration being less than 1 year; £10m is held as long-term investments as the investments were placed several years ago for strategic purposes.

Arlingclose facilitate regular benchmarking programs to assess how the council's treasury management investment decisions and outcomes compare with other local authorities. Recent results show that the council's investment portfolio is not considered high risk, and, whilst investment returns have increased due to the current economic environment, the portfolio is providing returns in line with the risks being taken. This supports the council's approach in recent years whereby it has chosen to place funds prudently to protect monies and reduce exposure to risk.

Market conditions currently show that interest rates are continuing to increase, driven by the recent bank of England base rate rises, which means that it will be important to consider the ongoing impact of interest rates on future treasury investment related decisions. The council's Medium Term Financial Plan assumes that £850,000 of additional income will be generated from higher returns during 2023/24.

The '*borrowing strategy*' described in para 3.2.4 above recommends that external borrowing is not taken, but spending will instead be offset against current surplus cash balances, i.e., it will be funded internally. This will mean that lower levels of surplus cash balances may be available during 2023/24.

3.3.3. Objectives: i.e., what we would like to happen

The council's previous investment strategy had two core objectives, one focused upon the management of short-term funds and the other on longer-term investments however, following a change in CIPFA code of practice which requires councils to include specific reporting ESG related investments outcomes, the council is expanding its objectives in relation to setting **treasury investment** objectives for the year ahead.

The objectives for 2023/24 will be categorised and cover the following areas;

A) Continued support of daily operational activity of the council as a whole to support business as usual activity ensuring compliance with current external regulation and internal guidance.

The council must ensure that its' treasury investments support the management of core cash-flows on a daily basis so that services can continue to be delivered to residents and this is achieved through the management of short-term cash deposit type investments.

There is currently a robust governance framework in place to cover these activities with approval levels and institutions clearly defined within the approved strategy and this is supported by routine reporting to the Audit Committee.

In terms of treasury related objectives, both the CIPFA Code and the MHCLG Guidance require councils to have underlying objectives supporting investment, with two of these being;

- Security – protecting the capital sum invested from loss; and
- Liquidity – ensuring the funds invested are available for expenditure when needed

The generation of yield is distinct from these two prudential objectives although guidance says that this does not mean that local authorities are recommended to ignore potential revenues but, recognises that it would be reasonable to consider what yield could be

obtained, consistent with these priorities once proper levels of security and liquidity are determined, as well as the council's own appetite to risk.

B) For the council to pay regard to recent changes in investment guidance and to become a 'responsible investor' through the development of a **proposed new strand** of its treasury investment strategy which actively considers environmental, social and governance (ESG) principles when investing in the short-term. ESG policies involve central factors in measuring the sustainability and ethical impact of an investment within an organisation or sector.

ESG considerations are increasingly becoming an important factor in global investors' decision making, but the framework for evaluating investment opportunities is still developing and therefore the council's own approach to ESG investments is also currently limited and does not reflect ESG scoring or other real-time ESG criteria at an individual investment level.

It is proposed that the council supports progress in this area by approving a commitment to become a responsible investor and more specifically, that part of its short-term treasury investment activity (up to £6m) should be centred on delivering ESG outcomes.

C) Management of medium to longer-term investments – the council previously made a series of decisions following the identification of funds that were unlikely to be called upon in the short-term, to place these in a longer-term type investment.

The types of investments made, as well as the underlying objectives for these investments, often differ from the day-to-day short-term deposits. Whilst they still follow the CIPFA Code and the MHCLG Guidance in terms of security, the balance between liquidity and return become more blended. Previous decisions relating to these investments show that one of the core objectives was to bring a steady income stream into the councils' annual revenue budget. Whilst short-term interest rates can vary quite a lot over a relatively short period of time, some longer-term investments often provide a more stable annual return.

3.3.4. Treasury Investment Strategy for 2023/24: i.e., what we are planning to do to achieve the objectives for the year

Given the breadth of different objectives and requirements within the overall treasury function it is not possible to summarise the council's investment strategy within a single paragraph and so efforts have been made to summarise the different strands of the investment strategy across the following;

A) Short-term investments covering daily operations - the council will continue to place the majority of its short-term treasury investments in fixed and variable-term cash deposits with a range of counter-parties, which are often described as traditional investments.

This Strategy would ensure liquidity is maintained to support the council's daily operational activities, it limits the council's exposure to interest rate risk losses, reduces the risk of capital losses as well as minimising exposure to credit risk through diversification of counter-parties and countries. These will be achieved through the application of limits on the amount and period of its investments with individual counterparties, and in individual countries.

B) Short-term investments focused on ESG outcomes – new for 2023/24 - the council will consider options for investments of up to £6 million of short-term funds with institutions who ring-fence the use of such funds for ESG-related matters.

The framework, scope, governance, and investment criteria will be developed through consultation with the Audit Committee and treasury advisers before the start of the financial year.

It is anticipated that the new investments will give due regard to the current credit ratings for security as they would need to remain in line with the wider council policy however, where appropriate and at the council's discretion, some flexibility will be provided to allow for slightly longer durations of investment and potentially lower returns to support the ESG focus. Any investment will be subject to new governance approvals, which will be developed alongside the new ESG policy and framework.

It is likely that when investing in banks and funds, the council would seek to prioritise banks that are signatories to the UN Principles for Responsible Banking and funds operated by managers that are signatories to the UN Principles for Responsible Investment, the Net Zero Asset Managers Alliance and/or the UK Stewardship Code.

C) Longer term investments - the council will continue to monitor and assess the performance of its existing medium to longer-term investments to ensure that they continue to meet the required core objectives, which are largely in alternative investment products although has **no plans** to place any more funds in long-term investments during 2023/24.

This is largely because of the work that has been done to review the medium-term capital financing requirements of the council, linked to borrowing plans, which shows that a large proportion of medium-term funds will be required and would therefore not be available to be locked away.

This Strategy continues to recognise that the current level of longer-term cash balances are appropriately balanced over the period, and that these investments provide some diversification of the portfolio in terms of product, counter-party / credit risk and inflationary risk. Over recent years it has been seen that in a low interest rate environment these types of investment will often provide higher rates of return compared to traditional investments however, it must be accepted that they may also potentially provide a capital loss should prices fall beyond the initial investment levels. Any capital loss generated would need to be reflected within the council's annual revenue budget from April 2025, which is when the extended statutory override period expires.

3.3.5. Approved counterparties and limits:

The council may undertake treasury related investments of surplus funds with any of the counterparty types below, subject to the limits shown.

Table 3: Approved counterparties and limits

Sector	Overall Limit ¹	In-house Limit	Tradition Limit	Time Limit	Sector Limit
UK Central Government	no limit	unlimited	unlimited	50 years	no limit
UK Local Authorities ³	£15m	£10m	£5m	25 years	no limit
Banks* and other organisations* (unsecured) whose lowest published long-term credit rating from Fitch, Moody's and Standard and Poor's is:					
AAA	£30m	£30m	£0m	5 years	no limit
AA+	£25m	£25m	£0m	5 years	no limit
AA	£22m	£22m	£0m	4 years	no limit
AA-	£20m	£16m	£4m	3 years	no limit
A+	£18m	£14m	£4m	2 years	no limit
A	£16m	£12m	£4m	13 months	no limit
A-	£13m	£9m	£4m	13 months	no limit
UK Building societies (unsecured) that have an asset size of more than £0.4bn*	£10m	£6m	£4m	13 months	£50m
Money market funds ² and similar pooled vehicles whose lowest published credit rating is AAA*	£15m	£15m	£0m	N/A	no limit
Pooled Investment funds	£5m per fund	<i>£5m per fund</i>	£0m	N/A	£10m
ESG-focussed short term deposits	£6m	£6m	£0m	13 months	no limit
The Council's Bank accounts	net £9m	net £9m	£0m	no limit	no limit

¹ limits shown are per organisation

² as defined in the Local Authorities (Capital Finance and Accounting) Regulations 2003

³ as defined in the Local Government Act 2003

*There is no intention to restrict investments to banks and building society deposits, and investments may be made with any public or private sector organisation that meets the credit rating criteria above.

This table must be read in conjunction with the notes and details in **Appendix 1**

3.3.6. Investment limits:

The maximum that could be lent to any one organisation (other than the UK Government) will therefore **be £30m**. This will limit the potential loss in the case of a single financial institution. It should be noted that a group of banks under the same ownership will be treated as a single organisation for limit purposes.

3.3.7. Minimum credit rating:

Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than [A-]. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be considered.

3.4 Non-treasury investment strategy

Non-treasury investments often include purchases which are deemed to be capital expenditure in nature, whether that be the purchase of financial assets, such as share capital in any body corporate or non-financial assets, such as the purchase of land or buildings.

To date, the council has not purchased share capital as this would provide potential exposure and further risk in terms of capital losses, which goes against the legal and regulatory framework in place for treasury related investments.

The council does however have non-treasury investments in the form of property through the commercial investment portfolio. The commercial strategy was approved by Council in January 2019, following professional advice provided by Montagu Evans. The strategy established a framework under which the council could acquire a portfolio of investments in commercial property which generate an income stream which can be used to contribute to the revenue budget pressures, whilst potentially providing capital appreciation over the longer-term.

Under this arrangement two assets have been acquired and the arrangements for the governance and management of associated risks of the council's service investments and commercial property investments is detailed in Section 5 of the Treasury Management Strategy shown at **Appendix 1**.

One asset was acquired as an outright purchase funded from borrowing, and the other via a long-term lease which means that the council does incur annual charges within the revenue budget to repay these long-term obligations. Income is collected from these sites through renting them out to tenants and also collecting car park income. At this time the total income levels exceed the overall debt charges by approximately £300k meaning that they are jointly generating a small return on the councils' investment however, rather than this sum be reflected within the revenue budget, the S151 Officer has established a commercial investment smoothing reserve which is designed to manage the income cash-flows across the medium term and smooth the annual revenue budget. The tables within the Appendix reflect the financial position after the smoothing reserve contribution.

No further commercial investments are being sought as this would be prohibited under the new borrowing permissions, which do not allow councils to borrow to generate a yield. There are no proposed changes to this area of the strategy for 2023/24.

3.5 Minimum Revenue Provision Statement

When the council funds capital expenditure by long-term borrowing, the costs are charged to the council tax-payer in future years, reflecting the long-term use of the assets procured. There are two elements to this cost – the interest on borrowing is charged in the year it is payable, and the principal (or capital) element is charged as a “minimum revenue provision” (MRP).

The Local Government Act 2003 requires the council to have regard to the former Ministry for Housing, Communities and Local Government's guidance on Minimum Revenue Provision (the MHCLG Guidance), most recently issued in 2018.

The broad aim of the MHCLG Guidance is to ensure that capital expenditure is financed over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

The MHCLG Guidance requires the council to approve an Annual MRP Statement each year and recommends several options for calculating a prudent amount of MRP. The council's policy adopts options recommended in the Guidance, as well as locally determined prudent judgements in applying the recommended methodologies.

It is recommended that the council continues to apply the following policy to determine its MRP for 2023/24:

- a. For capital expenditure incurred before 1st April 2008, the MRP for 'Supported borrowing' will be determined by writing down the Council's Capital Financing Requirement using a 'straight line' basis over the estimated average life of the relevant assets of 33 years. This approach results in the council charging the same value each year for this element of the MRP.
- b. For capital expenditure incurred after 31st March 2008, the MRP for 'Prudential borrowing' will be determined by charging the expenditure over the expected useful life of the relevant asset, starting in the year after the asset becomes operational.
- c. For assets acquired by finance leases, and for the transferred debt from Avon County Council, MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.
- d. Where former operating leases have been brought onto the balance sheet on 1st April 2023 due to the adoption of the IFRS 16 Leases accounting standard, and the asset values have been adjusted for accruals, prepayments, premiums and/or discounts, then the annual MRP charges will be adjusted so that the total charge to revenue remains unaffected by the new standard.
- e. Capital expenditure incurred during 2023/24 will not be subject to an MRP charge until 2024/25.

The MRP associated with the capital spending approvals has been included within the budget for 2023/24 and the planned spending for 2023/24 has been factored into the council's medium term financial plan for 2024/25.

3.6 Prudential Indicators

Under the Local Government Act 2003, and the associated CIPFA Prudential Code for Capital Finance in Local Authorities, 'Prudential Indicators' relating to the revenue implications of capital programme decisions need to be approved by members and considered when setting the revenue and capital budgets.

The CIPFA Treasury Management Code of Practice also requires locally decided indicators relating to treasury activities to be approved. These indicators provide information to Members on the affordability of the council's borrowing plans, and whether the impact of treasury management actions on the council's revenue budget are sustainable. The indicators are detailed in **Appendix 2** for approval.

4. CONSULTATION

The Audit Committee has a key role to play in reviewing the council's treasury management arrangements and practices, and they routinely receive performance monitoring reports on the subject covering both prior and current years, as well as reports which provide an opportunity for discussion to take place to consider the proposed strategy for the year ahead. The latest reports were considered by the Committee in November 2022 and a further report will be considered at the meeting in January 2023.

Over recent years Member training and workshops have been provided to support understanding of technical matters, with the latest session held being in January 2022. The timing of the session enabled further opportunities to consider the proposed Strategy for 2022/23. It is proposed that a further workshop session will be held during March 2023 to enable work to start of the development of the council's ESG investment policy.

Previous meetings were facilitated by Arlingclose, the council's external advisors and featured information relating to the legal framework, the definitions and differences between capital and treasury investments and impacts, the types of investments available to the council and how these might fit in with the council's borrowing plans, as well as further information to understand the more strategic factors which are likely to influence treasury strategy decisions of a council. It is proposed that they also attend future sessions.

5. FINANCIAL IMPLICATIONS

Financial implications are contained throughout the report. Treasury management decisions impact on both the revenue budget and the balance sheet in current and future years.

6. LEGAL POWERS AND IMPLICATIONS

Under the Local Government Act 2003 s1, and s12, local authorities may:

- invest money or borrow money:
- for any purpose relevant to their functions
- for prudent financial management

Under Local Government Act 2003 s2, and s13, local authorities must not:

- exceed their affordable borrowing limit
- borrow in foreign currency
- mortgage their property as security for loans borrowed

Under Local Government Act 2003 s3, s14, and s15, local authorities must:

- set and review affordable borrowing limits / authorised limits
- have regard to guidance published by CLG and CIPFA
 - CLG Investment Guidance
 - CIPFA Code of Practice on Treasury Management
 - CIPFA Prudential Code

The council has adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2021 Edition (the CIPFA Code) which requires it to approve a treasury management strategy before the start of each financial year.

Under this guidance, the role of the (Full) Council is to:

- Set the budget and capital programme, including debt and investment interest, and the Minimum Revenue Provision
- Approve the Capital Strategy
- Approve the Treasury Management Strategy (which includes the (Non-Treasury) Investment Strategy)
- Approve the Prudential Indicators
- Approve Treasury Management Indicators
- Approve the MRP policy statement

Under the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, local authorities must not delegate the approval of an annual strategy to any committee or person.

The role of the Executive is to consider these strategies, and, if appropriate, recommend them for approval by Council.

Treasury risk management at the council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2021 Edition (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the council's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.

7. CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

Over recent years the council has made concerted efforts to better understand the extent to which its overarching treasury management strategy has or may have on climate change and other environmental implications. This has been a challenge because many of the decisions relating to either borrowing or investments will have few direct impacts although there could be many indirect impacts through the ongoing actions or decisions of other organisations.

For example, when the council places a short-term fixed cash deposit type investment with either a bank, building society or another local authority, then its contractual arrangement is linked to the terms of that trade deal (e.g., value, maturity date, interest rate etc). The details relate to the temporary exchange of the cash sum and there are no other restrictions about what will happen with money. The counter-party 'could' then choose to invest it into something that is not supported by the council.

Until recently the council recognises that it has had limited choice or options in this area however, some degree of change is expected to happen following the emergence of Environmental, Social and Governance (ESG) policies. This is where organisations are choosing to bring other considerations into their treasury strategies and decision-making processes and also introduce new investment products or services to the market.

The council welcomes the introduction of ESG policies and hopes that they will provide a broader range of opportunities that can be considered within future investment decisions, particularly those that will deliver positive outcomes for climate change and the environment more generally.

Note that the treasury management strategy for 2023/24, provides for the S151 Officer to develop a framework for up to £6m of ESG related investments through consultation with the

members of the Audit Committee and also the council's treasury management advisors Arlingclose.

The development of the ESG investment policy will not detract from the core functions that need to take place within the existing treasury management strategy, i.e., the management of cash-flows and also meeting the requirements within the approved revenue budget, but it will provide an opportunity to ensure that climate and other environmental implications are considered and reported on.

When developed, the council's new ESG investment policy must still be compliant with the external and internal regulatory framework and would therefore continue to give focus to security and liquidity, then yield.

To support this aim, the council requested that Arlingclose provide an ESG report focused on the ESG-related developments and information available, particularly those that relate to the council's cash, money market funds, and strategic pooled fund investments. Appendix 1 has been updated to include a section considering potential ESG treasury investment options for the council which will provide an initial area of focus for the Audit Committee to work on.

Until the new policy is fully developed and implemented the council will continue to;

- avoid any direct treasury management investments in fossil fuel related companies;
- engage with advisors to explore and assess the potential for any future investment opportunities in funds with a Renewable Energy & Sustainability focus;
- maintain funds placed in a "Green Deposit Account", which is an investment facility that ensures deposits are linked to a wide range of projects in the pursuit of transition to a lower carbon economy. These projects cover a variety of themes including energy efficiency renewable energy, green transport, sustainable food, agriculture and forestry and greenhouse gas emission reductions.

8. RISK MANAGEMENT

Members will be aware that there is a direct link between the levels of risk and the levels of return achieved on investment, although there are many other factors which also affect the capital financing budgets.

The council's treasury management activities expose it to a variety of financial risks, notably:

- a. credit risk – the risk that other parties might fail to pay amounts due to the council. Includes bail-in risk – the risk that shareholders and depositors in banks and building societies bear losses in the event of counter-party's failure or reduction in net asset value,
- b. liquidity and re-financing risk – the risk that the council might not have funds available to meet its commitments to make payments as they fall due,
- c. market risk (interest rate and price risks) – the risk that financial loss might arise for the council because of changes in such measures as interest rates, investment valuations, and stock market movements.

The council's Treasury Management Strategy sets out the council's approach to managing these risks.

A summary of the risks relating to treasury management that the council is exposed to, and the mitigation arrangements in place through the Treasury Management Strategy, is detailed at **Appendix 3**.

The priority of the Treasury Management Strategy will continue to be the reduction of risk to safeguard public resources.

The risk appetite of the council is low to give priority to the security of its investments. The council will also aim to achieve the optimum return on its investments commensurate with desired levels of security and liquidity.

It should be noted that the council's Treasury Management Strategy sets out how the council manages and mitigates these risks but cannot eliminate risks completely.

9. EQUALITY IMPLICATIONS

Have you undertaken an Equality Impact Assessment? N/A

10. CORPORATE IMPLICATIONS

The safeguarding of public money is critical to the council's reputation, and the measures contained within the report are intended to address member and public concerns and ensure an appropriate balance of return on investment whilst ensuring managing associated risks.

11. OPTIONS CONSIDERED

This report has been developed alongside the Medium Term Financial Plan and revenue budget and also the Capital Strategy, which supports the capital programme, which means that decisions are fully integrated. It also sets out the council's expectation for interest rates and highlights the uncertainties and risks in the forecast due to market conditions.

The report considers those aspects of treasury policy that change annually or more frequently, highlighting the council's views or interpretation of factors that may influence treasury management decisions and proposes how these matters will be dealt with during 2023/24.

The CIPFA Code and MHCLG statutory guidance require the authority to set out its approach to non-treasury investments. A summary of the impact and the council's approach is included in **paragraph 3.4** of this report.

The council's Treasury Management Strategy is broadly consistent with the previous strategy and is developed from and complies with the council's Treasury Management Policy and takes account of the CIPFA code and MHCLG guidance referred to above. That being said, a specific commitment to become a responsible investor in the future has been included.

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APPENDICES:

1. Treasury Management Strategy for 2023/24
2. Prudential Indicators for 2023/24
3. Treasury Risk Register
4. Considerations to support proposed framework for ESG related investments
5. Glossary of Terms

BACKGROUND PAPERS:

Treasury Management Strategy 2022/23

Other relevant guidance includes:

- CIPFA – The Prudential Code for Capital Finance in Local Authorities 2021
- MHCLG – Statutory Guidance on Local Government Investments (3rd edition) 2018
- CIPFA - Treasury Management in Public Services – Guidance notes for local authorities 2021

1 EXECUTIVE SUMMARY

Treasury management is the management of the council's cash flows, borrowing and investments, and the associated risks. The council has and will continue, to borrow and invest substantial sums of money and is therefore exposed to wide range of risks which could have material consequences, such as the loss of invested funds. The successful identification, monitoring and control measures in respect of financial risk are therefore central to the council's prudent financial management and operation within this area.

The council maintains an overarching treasury management 'strategy' which is supported by a range of individual policies which aim to describe some of the principles and practices to which the different areas of treasury related activity will comply.

It is important to note that this document contains a lot of detailed and sometimes technical information that will outline the risks and issues pertaining to the management of the council's cash-flows and ultimately inform any decisions that may be taken as a result.

Decisions that relate to this area are clearly significant however they are not undertaken in isolation but instead are driven by many factors and considerations, whether those be external influences (such as guidance, regulation, or market forces) as well as internal influences (such as other financial and operational strategies, council priorities or the approach to risk).

Given that an overarching strategy cannot document or describe all of those issues in detail, this document is not intended to be a prescriptive listing of all of the council's considerations or processes, the document will instead provide sufficient information to outline the council's approach and framework in core areas.

Alongside this policy, the council must have regard to the (former) Ministry for Communities and Local Government (MHCLG) guidance (the MHCLG guidance), under section 15(1)(a) of the Local Government Act 2003. This guidance provides for each authority to determine its own controls within a given framework.

Any external investment managers employed by the council are required, contractually, to comply with this Strategy.

Given that the underlying regulatory framework supporting treasury management activities remains broadly unchanged from 2022/23, as have the council's Corporate Plan aims and objectives, it is not proposed to make significant changes to the Strategy for 2023/24 financial year.

One area of change will however be the council's decision to become known as a responsible investor which will involve developing an ESG focused investment policy for the future. Further details and supporting information are contained throughout the report and the strategy document.

2 STRATEGY OVERVIEW

Under the Local Government Act 2003, the council may invest money or borrow money:

- for any purpose relevant to its functions, and
- for prudent financial management.

The council could potentially invest its money for three broad purposes:

- Treasury management investments – i.e., management of operational cashflows. Investment of surplus cash balances generated as a result of its day-to-day activities, for example when income is received in advance of expenditure,
- Service investments - to support local public services by lending to, or buying shares in other organisations, and
- Non treasury related investments - to earn investment income, usually rental income, and to provide capital appreciation, from a portfolio of property investments.

The Strategy for 2023/24 in respect of the following aspects of the treasury management function is based upon the S151 Officers views on risks and interest rates, supplemented with advice provided by the council's treasury advisors, currently Arlingclose Ltd.

The strategy covers:

- Section 3 - current treasury portfolio
- Section 4 - the treasury investment strategy
- Section 5 - the non-treasury investment strategy
- Section 6 - the borrowing strategy
- Section 7 - interest rates and economic outlook
- Section 8 - other treasury management matters

3 CURRENT TREASURY PORTFOLIO

The Council's current treasury portfolio, as at 31st December 2022 is as follows:

Table 4: Current portfolio of borrowing and investment balances

LONG-TERM DEBT	Principal £m		Average rate	Average term
Fixed rate – PWLB & Salix	£143.2	£143.2	3.87%	1-36 years
Other long-term liabilities; - Ex-Avon loan debt - Other (incl leasing) *	£11.3 £22.2	£33.5	4.75% 4.60%	1-30 years 1-40 years
TOTAL DEBT	£176.7m			
SHORT-TERM TREASURY INVESTMENTS	Principal £m		Average rate	Average term
Managed in-house; - UK banks - UK building societies - Local authority/ DMO - Non-UK banks	£6.0 £40.0 £73.0 £32.0	£151.0	2.27% 1.59% 2.11% 2.44%	12 months 10 months 7 months 6 months
Cash managed by Tradition; - Building Society	£10.0	£10.0	1.51%	10 months
LONG-TERM TREASURY INVESTMENTS	Principal £m		Average rate	Average term
Managed in-house; - CCLA - UBS Multi Asset Income Fund - Ninety-One Diversified Income Fund	£5.0 £1.0 £4.0	£10.0	4.52% 4.41% 3.39%	3-5 years 3-5 years 3-5 years
TOTAL TREASURY INVESTMENTS	£171.0m			
TOTAL NET DEBT	£5.7m			

*The lease principal, rate, and term as at the previous year end (31st March 2022) - updated figures will be calculated at the end of the financial year.

The maturity profile of the Council's PWLB borrowing and investments is as follows (excluding Avon loan debt and lease liabilities):

Table 5: maturity profile of the Council's PWLB borrowing and investments

MATURITY PROFILE	PWLB LONG TERM DEBT	INVESTMENTS	NET DEBT / (INVESTMENT)
	£m	£m	£m
Maturing Jan to March 2023	£6.4	£88.0	(£81.6)
Maturing 2023/24 & 2024/25	£8.3	£73.0	(£64.7)
Maturing 2025/26 to 2027/28	£22.4	£10.0	£12.4
Maturing 2028/29 to 2032/33	£31.1	£0	£31.1
Maturing 2033/34 to 2037/38	£33.0	£0	£33.0
Maturing 2038/39 to 2042/43	£22.0	£0	£22.0
Maturing after 2042/43	£20.0	£0	£20.0
TOTALS	£143.2	£171.0	(£27.8)

4 TREASURY INVESTMENT STRATEGY

- 3.7 The council typically receives its income in cash (e.g., from taxes and grants) before it pays for its expenditure in cash (e.g., through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local bodies and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from CIPFA.
- 3.8 **Contribution:** The contribution that these investments make to the objectives of the council is to support effective treasury management activities.
- 3.9 **Objectives:** Both the CIPFA Code and the MHCLG Guidance require councils to invest their treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield.
- 3.10 **Strategy:** The council minimises its exposure to credit risk through diversification, through the application of limits on the amount and period of its investments with individual counterparties, and in individual countries.
- 3.11 The council's current investment strategy allows surplus cash balances to be managed by two treasury teams, each having distinct and separate controls and flexibilities. This allows the council to spread risk by investing in different financial products, and utilising experienced external cash managers, who do not have responsibilities for managing the council's daily cash-flows. The treasury teams are;
- Tradition UK Ltd
 - In-house Treasury Team
- 3.12 **Approved counterparties:** The approved counterparties and notes are included in **Table 3** in the main body of the report. Further details on each of the permitted counterparties are included below.
- 3.13 The maximum duration of the investment will depend upon its lowest published long-term credit rating, time limits are included within the table.
- 3.14 Long-term investments will be limited to 50% of the counter-party limit (except the UK Government). The combined value of short-term and long-term investments with any organisation will not exceed the limits for investments in the table above.
- 3.15 **Government:** Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities, and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.
- 3.16 **Banks and building societies (unsecured):** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

- 3.17 **Money market funds:** Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the council will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.
- 3.18 **Strategic pooled funds:** Bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the council's investment objectives will be monitored regularly.
- 3.19 **ESG-focussed short term deposits:** Some banks and credit institutions now offer deposit accounts where the funds raised by the banks in these accounts are ring fenced to only be lent on for activities with an ESG focus. Such deposit accounts afford the same protections as other deposits with the bank hence allowing the council to support the ESG agenda whilst acting within the strict requirements for security and liquidity. As detailed in paragraph 4.35 below, the criteria governing the selection of ESG-focussed short-term deposits will be developed through consultation with the Audit Committee and treasury advisers.
- 3.20 Note: Any funds placed with an institution under this category will also count towards the overall limit for that individual counterparty under whichever sector limit it falls. For example, if £6m is placed with a bank on an ESG deposit, that £6m will also count towards the overall limit for that bank.
- 3.21 **Operational bank accounts:** The council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £9m per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the council maintaining operational continuity.
- 3.22 **Risk assessment and credit ratings:** One of the ways that the council manages credit risk is by using credit ratings.
- 3.23 The council uses long-term credit ratings from the three main rating agencies, Fitch Ratings Ltd, Moody's Investors Service Inc and Standard & Poor's Financial Services LLC, to assess the risk of investment default. The lowest available credit rating will be used to determine credit quality.
- 3.24 Long-term ratings are expressed on a scale from AAA (the highest quality) through to D (indicating default). Ratings of BBB- and above are described as 'investment grade', while ratings of BB+ and below are described as 'speculative grade'. The council's credit rating criteria are set to ensure that it is unlikely that the council will hold speculative grade investments, despite the possibility of repeated downgrades.

- 3.25 Credit ratings are obtained and monitored by the council's treasury advisers on at least a monthly basis, who will notify changes in ratings as they occur.
- 3.26 **Other Information on the security of investments:** Full regard will be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the council's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.
- 3.27 When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the council's cash balances, then the surplus will be deposited with the UK Government, or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.

3.28 Investment Limits

- 3.29 The council's revenue reserves that may be deemed as 'available' and could potentially be called up to cover investment losses should the need arise are forecast to be £52 million on 31st March 2023 and £40 million on 31st March 2024, although it should be noted that these are currently being held for other purposes and would not expect to be needed. In order that no more than 75% of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £30 million. A group of entities under the same ownership will be treated as a single organisation for limit purposes.
- 3.30 Credit risk exposures arising from non-treasury investments, financial derivatives and balances in operational bank accounts count against the relevant investment limits.
- 3.31 Limits are also placed on fund managers and foreign countries as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country since the risk is diversified over many countries.

Table 6: Additional investment limits

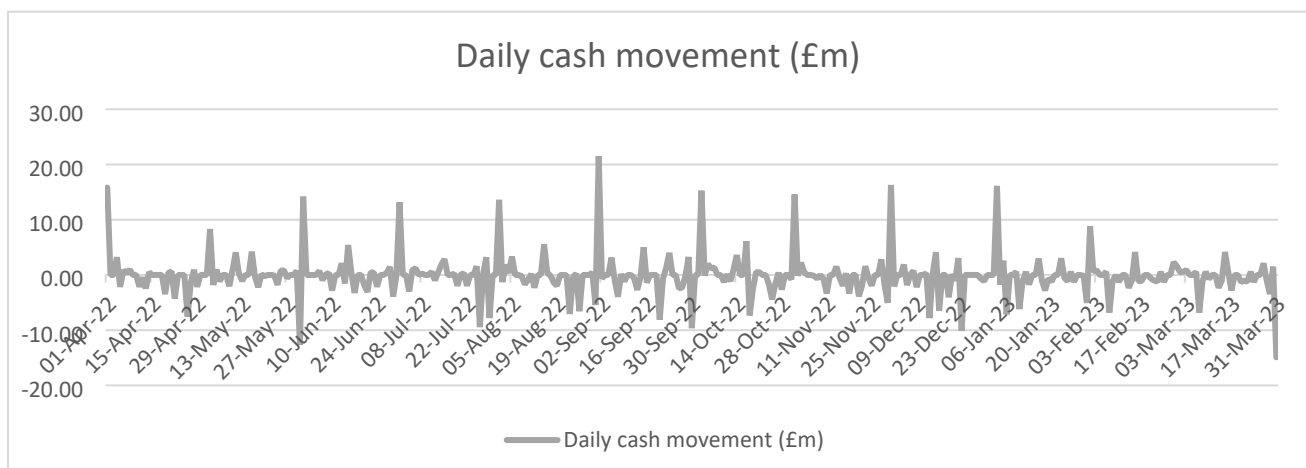
	Cash limit
Any group of pooled funds under the same management	£15m per manager
Foreign countries	£12m per country (£8m in-house & £4m cash-manager)

3.32 Liquidity management

- 3.33 The council uses a series of control spreadsheets to monitor and forecast the council’s cash flows, to determine the maximum period for which funds may prudently be committed, and to manage the council’s exposure to liquidity and re-financing risks. The forecast is compiled on a prudent basis, with receipts underestimated and payments over-estimated to minimise the risk of the council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the council’s medium term financial plan and cash flow forecast.
- 3.34 The council will spread its liquid cash amongst four providers (e.g., bank accounts and money market funds) to ensure that access to cash is maintained in the event of operational difficulties at any one provider.
- 3.35 The council has an agreed overdraft facility, and access to sources of cash such as borrowing from the PWLB, and other counterparties, such as banks and other local authorities. In addition, the council’s investment holdings can be readily realised, if required.

3.36 Management of cash-flows

Table 7: Daily cash-flow movements can be seen in the table below.



- 3.37 Although the cash-flow movements could be described as fluctuating or potentially even volatile, trends do begin to emerge when the nature of the movements are understood, for example;
 - Significant inflows include council tax and business rates income, government grants and subsidy used to support and fund parts of the annual revenue budget including schools, contributions from stakeholders in respect of funding agreements (e.g., health partners), grants and contributions used to fund capital projects. Some of these inflows follow a regular pattern, which may be weekly, bi-weekly, monthly, or quarterly and others do not, they simply arrive into the council’s bank accounts.
 - Significant outflows include monthly payments to staff, pension providers and government agencies, payments to suppliers 3 times each week covering both revenue and capital spending, payment of housing benefits, payments to major preceptors such as Fire, Police, Environment Agency, Town and Parish councils.

- 3.38 Over the past two years the council's cash-flows have been significantly impacted by government support packages for both Covid and more recently, the cost of living/energy pressures, as it has received significant amounts of additional funding and support packages, both in relation to the council's own budget, as well as when it has been acting as an agent for the government by passporting monies onto individuals, suppliers, and businesses.
- 3.39 Whilst the new capital investment spending totals are anticipated for next year, the spending profiles associated with them have yet to be developed in any detail although it is estimated that less spending will be incurred during the first quarter of the year.
- 3.40 The intended borrowing strategy for 2023/24 recommends that external borrowing is not taken, but spending will instead be offset against current surplus cash balances, i.e., it will be funded internally, which means that cash-flow forecasts for next year will decrease from current levels.
- 3.41 Environmental Social and Governance investment approach**
- 3.42 **The Climate Emergency:** In 2019 North Somerset Council declared a Climate emergency reflecting the concern that the council has over climate change, and the commitment of the council to address the issue with regards to evaluating the climate change impact of all our decisions. Actions available to be taken by the treasury management function are limited in scope due to the principles of Security, Liquidity and Yield, as set out in the CIPFA Treasury Management Code and MHCLG Investment Guidance, which remain at the heart of local authority treasury decisions and risk management.
- 3.43 **Background:** CIPFA Treasury Management Code 2021 includes the requirement that a council's credit and counterparty policies should set out its policy and practices relating to environmental, social and governance (ESG) investment considerations, although it is not implied that this policy will currently include ESG scoring or other real-time ESG criteria at individual investment level.
- 3.44 Until recently the council recognises that it has had limited choice or options in this area however, some degree of change is expected to happen following the emergence of ESG policies and the increased emphasis on ESG matters in the new Treasury Management Code referred to above. This is where organisations are choosing to bring other considerations into their treasury strategies and decision-making processes and also introduce new investment products or services to the market.
- 3.45 The council will develop a framework for ESG related investments through consultation with the Section 151 Officer, members of the Audit Committee and also the council's treasury management advisors Arlingclose. It is anticipated that the credit rating of security of such deposits would need to remain in line with the wider council policy however, where appropriate and at the council's discretion, some flexibility will be provided to allow for slightly longer durations of investment and potentially lower returns to support the ESG focus. Any investment will be subject to new governance approvals, which will be developed alongside the new ESG policy and framework.

3.46 **The proposed framework:** could consider the following;

- the council's definitions of 'ESG' in relation to investments (remembering that there are no universally accepted definitions or metrics)
- the council's priorities and expected outcomes
- a realistic timeframe
- income expectations (many green funds rely on capital appreciation rather than income noting that regulations in England and Wales do not currently permit local authorities to take capital growth to revenue until the investment is sold)
- ESG approach (screening, the use of exclusions, a comprehensive ban or something more granular)
- the underlying assets of any externally managed pooled funds in the portfolio
- external fund managers' approach to ESG integration
- external fund managers approach to stewardship (i.e., active engagement with the investee companies to improve corporate responsibility and long term sustainability)
- governance and reporting framework including policy approval, monitoring, reporting and risk management.

3.47 **Other considerations**

3.48 One key theme of ESG investment is that there is now a focus on engagement with companies which are not necessarily environmentally focussed, hence it is less the types of company such a fund will invest in, as opposed to how the fund will use its influence to encourage more ESG focused behaviour. This is known as the engagement approach, which contrasts with the divestment approach that focusses on precluding investment in any company deemed to be weak in ESG matters.

3.49 As noted above, the CIPFA Code sets out a suggested framework for managing treasury management risk. Regarding investment activity, the Code primarily states that public sector organisations should focus on security and portfolio liquidity and seek value for money (minimise net debt costs) within their risk parameters. Most the council's treasury balances must be invested with highly secure institutions, where it is possible to withdraw funds at short notice and the risk of losses to the taxpayer are minimised as much as possible. To fulfil these criteria, the council is currently limited, as detailed in this strategy, to short term deposits with highly rated banks, building societies, money market funds and government institutions such as other local authorities.

3.50 The new Prudential Code also makes it difficult to enter into any new long term investments if the council has a borrowing requirement over the same period. The work that has been done to review the medium-term capital financing requirements of the council, linked to borrowing plans, shows that a large proportion of medium-term funds will be required and would therefore not be available to be locked away.

3.51 Arlingclose was requested to provide an ESG report focused on the ESG-related developments and information available as they relate to the council's cash, money market funds, and strategic pooled fund investments.

3.52 None of the council's current pooled funds are specifically designed as "ESG funds". Most funds, including those the council are already invested in, do engage on ESG

concerns. “ESG funds” will have their own specific approach, which may include exclusion, or specific ESG criteria above and beyond engagement, amongst other things.

3.53 Arlingclose also provided an ESG “funds suite” which provides analysis on funds which have ESG, sustainability or responsible practices as an integral part of their objectives, in theory going beyond the integration of ESG risk analysis, which is a standard part of most funds. This may include funds which screen out certain sectors or look to provide environmental solutions or support social best practice or are ‘impact’ funds.

3.54 Please note that not all pooled funds, ESG or otherwise, are suitable for local authorities. Funds may be defined as capital expenditure by regulations, requiring an annual charge for minimum revenue provision that may exceed investment returns. Some ESG funds pay little or no income and principally aim for capital growth, but regulations in England and Wales do not currently permit local authorities to take capital growth to revenue until the investment is sold. The asset classes being invested in may not meet authorities’ risk appetite or investment horizon.

3.55 **Approach to ESG Treasury investment**

3.56 Until the new policy is fully developed and implemented the council will continue to;

- avoid any direct treasury management investments in fossil fuel related companies;
- engage with advisors to explore and assess the potential for any future investment opportunities in funds with a Renewable Energy & Sustainability focus;
- maintain funds placed in a “Green Deposit Account”, which is an investment facility that ensures deposits are linked to a wide range of projects in the pursuit of transition to a lower carbon economy. These projects cover a variety of themes including energy efficiency renewable energy, green transport, sustainable food, agriculture and forestry and greenhouse gas emission reductions.

3.57 When investing in banks and funds, it is likely the council will seek to prioritise banks that are signatories to the UN Principles for Responsible Banking and funds operated by managers that are signatories to the UN Principles for Responsible Investment, the Net Zero Asset Managers Alliance and/or the UK Stewardship Code.

3.58 Direct involvement and financing of green energy projects is treated as capital expenditure, and as such is not covered within the remit of treasury management.

5 NON-TREASURY INVESTMENT STRATEGY

3.59 This non-treasury management investment strategy focuses on the council’s service investments and commercial property investments.

3.60 Service investments: Loans

- 3.61 Loans to social enterprises and local businesses may potentially be considered where they contribute to the council's overall objectives, through inclusion in the MTFP, treasury management and capital strategies. Where investment in regeneration and infrastructure in North Somerset clearly support local public services, and stimulate local economic growth, financing may also potentially be considered on projects that offer adequate security and returns, subject to the council having sufficient resources available to it at that time.
- 3.62 The only loan approved to date is an amount of £0.9m lent to a care home provider in 2008. The care provider has subsequently made repayments (including interest) in line with its agreed schedule. The outstanding balance at the time of writing is £0.8m.
- 3.63 Commercial investments: Property**
- 3.64 The council's Commercial Investment Strategy was approved by Council in January 2019. In line with this strategy, the council has made two investments in commercial property to earn investment income, through a combination of rental and car parking income, whilst potentially providing capital appreciation over the long-term.
- 3.65 The investments made under the strategy to date consist of one outright purchase funded from long term borrowing, the North Worle District Centre, and one property acquired under a finance lease, the Sovereign Centre in Weston-super-Mare. Other sums have been set aside for improvements to the Sovereign Centre. There were no purchases or sale of assets during the year.
- 3.66 In February 2021 the Executive approved a revised Sovereign Centre Business Plan, setting out the challenges, opportunities, and a new vision for the property. As part of this Business Plan, some of the vacant retail space within the centre has been converted into office space to diversify away from pure retail use. Funding for this investment came from the Getting Building Fund, which is a government grant with the regional allocation administered by the West of England Combined Authority (Weca).
- 3.67 After servicing costs, fees and borrowing costs, **and after a contribution into the smoothing reserve of £300k**, together these assets are budgeted to breakeven (which is the same position as last year).
- 3.68 Commercial property investments are likely to be less liquid than financial investments, as property may take time to sell in certain market conditions. The council's commercial property investments are considered sufficiently proportionate to its overall investment and borrowing balances to not be likely to significantly impact on the council's overall liquidity position.
- 3.69 The council has no plans to dispose of its commercial investment properties currently.

6 BORROWING STRATEGY

3.70 Local context

3.71 Forecast changes to the capital financing requirement and borrowing forecasts are shown in the balance sheet analysis in the table below.

Table 8: Capital Financing Requirement vs forecast borrowing

	Forecast 31/3/23	Estimate 31/3/24	Estimate 31/3/25	Estimate 31/3/26	Estimate 31/3/27
	£m	£m	£m	£m	£m
Overall CFR*	189.8	207.8	232.6	263.2	295.1
Less: External borrowing **	201.8	186.2	181.1	181.9	178.1
Positive value Implies:	-12.0	21.6	51.5	81.3	117.0
Internal borrowing					

*includes capital expenditure included in the Capital Strategy, but not yet approved

**includes finance leases and Ex-Avon loan debt that form part of the Council's total debt

3.72 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.

3.73 The council's Capital Strategy forecasts indicate that it is likely to need to borrow to finance its planned capital expenditure. The decision of whether, and when, to take external borrowing will be made considering current and forecast interest rates. The council may choose to finance this borrowing requirement from its operational cash resources, known as 'internal borrowing'. This reduces interest costs and exposure to other risks.

3.74 CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. The table in para 6.2 above shows that the Authority expects to comply with this recommendation during 2023/24.

3.75 **Sources of borrowing:** the approved sources of long-term and short-term borrowing are:

- a) HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
- b) Other Local Authorities and Pension Funds (except the Avon Pension Fund)
- c) UK Municipal Bond Agency plc and other special purpose companies created to enable local authority bond issues
- d) Funds administered by the West of England Combined Authority including
 - i) Revolving Infrastructure Fund
 - ii) Local Growth Fund
 - iii) Economic Development Fund
- e) any institution approved for investments (see above)
- f) any other bank or building society on the Financial Services Authority list

3.76 **Other sources of debt finance:** In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- a) leases
- b) private finance initiative schemes
- c) sale and leaseback
- d) revolving infrastructure grants

- 3.77 The council's debt portfolio is managed to ensure that the maturity profile will not leave any one future year with a high level of repayments that could present difficulties in refinancing. Fixed rate loans are usually taken to lock into known interest rates, thus protecting against fluctuations and providing certainty when managing and setting the budget.
- 3.78 Whilst the above deals with past or present borrowing requirements, it is also possible to borrow in advance of need where there is a clear business case for doing so and only for the approved capital programme or to finance future debt maturities, as permitted by the guidance. Borrowing in advance of need introduces additional credit and interest risk. Whilst there is no present intention to borrow in advance, all risks will be considered as part of any borrowing decision, should conditions favour such action.
- 3.79 Furthermore, the PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. The council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

7 INTEREST RATES AND ECONOMIC OUTLOOK

- 3.80 **Economic background:** The ongoing impact on the UK from the war in Ukraine, together with higher inflation, higher interest rates, uncertain government policy, and a deteriorating economic outlook, will be major influences on the council's treasury management strategy for 2023/24.
- 3.81 The Bank of England (BoE) increased Bank Rate by 0.5% to 3.5% in December 2022. This followed a 0.75% rise in November which was the largest single rate hike since 1989 and the ninth successive rise since December 2021. The December decision was voted for by a 6 3 majority of the Monetary Policy Committee (MPC), with two dissenters voting for a no-change at 3% and one for a larger rise of 0.75%.
- 3.82 The November quarterly Monetary Policy Report (MPR) forecast a prolonged but shallow recession in the UK with CPI inflation remaining elevated at over 10% in the near-term. While the projected peak of inflation is lower than in the August report, due in part to the government's support package for household energy costs, inflation is expected remain higher for longer over the forecast horizon and the economic outlook remains weak, with unemployment projected to start rising.
- 3.83 The UK economy contracted by 0.3% between July and September 2022 according to the Office for National Statistics, and the BoE forecasts Gross Domestic Product (GDP) will decline 0.75% in the second half of the calendar year due to the squeeze on household income from higher energy costs and goods prices. Growth is then expected to continue to fall throughout 2023 and the first half of 2024.

- 3.84 CPI inflation is expected to have peaked at around 11% in the last calendar quarter of 2022 and then fall sharply to 1.4%, below the 2% target, in two years' time and to 0% in three years' time if Bank Rate follows the path implied by financial markets at the time of the November MPR (a peak of 5.25%). However, the BoE stated it considered this path to be too high, suggesting that the peak in interest rates will be lower, reducing the risk of inflation falling too far below target. Market rates have fallen since the time of the November MPR.
- 3.85 The labour market remains tight for now, with the most recent statistics showing the unemployment rate was 3.7%. Earnings were up strongly in nominal terms by 6.1% for both total pay and for regular pay but factoring in inflation means real pay for both measures was -2.7%. Looking forward, the November MPR shows the labour market weakening in response to the deteriorating outlook for growth, leading to the unemployment rate rising to around 6.5% in 2025.
- 3.86 Interest rates have also been rising sharply in the US, with the Federal Reserve increasing the range on its key interest rate by 0.5% in December 2022 to 4.25%-4.5%. This rise follows four successive 0.75% rises in a pace of tightening that has seen rates increase from 0.25%-0.50% in March 2022. Annual inflation has been slowing in the US but remains above 7%. GDP grew at an annualised rate of 3.2% (revised up from 2.9%) between July and September 2022, but with official interest rates expected to rise even further in the coming months, a recession in the region is widely expected at some point during 2023.
- 3.87 Inflation rose consistently in the Euro Zone since the start of the year, hitting a peak annual rate of 10.6% in October 2022, before declining to 10.1% in November. Economic growth has been weakening with an upwardly revised expansion of 0.3% (from 0.2%) in the three months to September 2022. As with the UK and US, the European Central Bank has been on an interest rate tightening cycle, pushing up its three key interest rates by 0.50% in December, following two consecutive 0.75% rises, taking its main refinancing rate to 2.5% and deposit facility rate to 2.0%.
- 3.88 **Credit outlook:** Credit default swap (CDS) prices have generally followed an upward trend throughout 2022, indicating higher credit risk. They have been boosted by the war in Ukraine, increasing economic and political uncertainty and a weaker global and UK outlook, but remain well below the levels seen at the beginning of the Covid-19 pandemic.
- 3.89 CDS price volatility was higher in 2022 compared to 2021 and the divergence in prices between ringfenced (retail) and non-ringfenced (investment) banking entities has emerged once again.
- 3.90 The weakening economic picture during 2022 led the credit rating agencies to reflect this in their assessment of the outlook for the UK sovereign as well as several local authorities and financial institutions, revising them from to negative from stable.
- 3.91 There are competing tensions in the banking sector which could impact bank balance sheet strength going forward. The weakening economic outlook and likely recessions in many regions increase the possibility of a deterioration in the quality of banks' assets, while higher interest rates provide a boost to net income and profitability.

- 3.92 However, the institutions on our adviser Arlingclose's counterparty list remain well-capitalised and their counterparty advice on both recommended institutions and maximum duration remain under constant review and will continue to reflect economic conditions and the credit outlook.
- 3.93 **Interest rate forecast:** The council's treasury management adviser Arlingclose forecasts that Bank Rate will continue to rise in 2022 and 2023 as the Bank of England attempts to subdue inflation which is significantly above its 2% target.
- 3.94 While interest rate expectations reduced during October and November 2022, multiple interest rate rises are still expected over the forecast horizon despite looming recession. Arlingclose expects Bank Rate to rise to 4.25% by June 2023 under its central case, with the risks in the near- and medium-term to the upside should inflation not evolve as the Bank forecasts and remains persistently higher.
- 3.95 Yields are expected to remain broadly at current levels over the medium-term, with 5-, 10- and 20-year gilt yields expected to average around 3.5%, 3.5%, and 3.85% respectively over the 3-year period to December 2025. The risks for short, medium, and longer-term yields are judged to be broadly balanced over the forecast horizon. As ever, there will undoubtedly be short-term volatility due to economic and political uncertainty and events.
- 3.96 For the purpose of setting the budget, it has been assumed that new short-term treasury investments will be made at an average rate/yield of 4.25%. No new long-term borrowing will be undertaken, which means that interest payments will not be required, although MRP will be a factor.

8 OTHER TREASURY MANAGEMENT MATTERS

- 3.97 The CIPFA Code requires the council to include the following in its treasury management strategy:
- 3.98 **Financial Derivatives:** Councils may make use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g., interest rate collars and forward deals), and to reduce costs or increase income at the expense of greater risk (e.g., LOBO loans and callable deposits). The general power of competence in section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e., those that are not embedded into a loan or investment).
- 3.99 In line with the CIPFA Code, the council will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications. The council has no plans to make use of financial derivatives in 2023/24.
- 3.100 **Markets in Financial Instruments Directive:** The council has opted up to professional client status with its providers of financial services, including advisers, banks, brokers, and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the council's treasury management activities, the Section 151 Officer believes this to be the most appropriate status.

1.1 INTRODUCTION

Having adopted both the CIPFA Treasury Management in the Public Services Code of Practice, and the Prudential Code for Capital Finance in Local Authorities, the council is required follow the elements within the Guidance and set 'indicators' which demonstrate that it follows good practice and has implemented and operates within appropriate systems of control before making capital financing and treasury management decisions.

1.2 PRUDENTIAL INDICATORS 'PRUDENTIAL CODE':

The Prudential Code aims to improve the transparency of investment decisions. The Code include the requirement to produce a Capital Strategy, and the inclusion of prudential indicators within the report to allow the reader to understand the forecast the council's overall debt levels, in conjunction with the capital programme and investment decisions, and how this external borrowing will be repaid.

1.2.1 Capital Expenditure

This indicator details the Capital Expenditure to be incurred by the council. The revised programme for 2022/23 and totals for the proposed programmes for 2023/24 to 2026/27, as set out in the Capital Strategy, are shown below.

Table 1.2.1: Capital expenditure in £ millions

Capital Expenditure	Forecast 2022/23	Estimate 2023/24	Estimate 2024/25*	Estimate 2025/26	Estimate 2026/27
Total Capital Expenditure	105.2	163.6	122.6	63.1	43.7

* There will be some capital expenditure in 2024/25 that arises from a change in the accounting for leases and does not represent cash expenditure. This will be quantified in the 2024/25 strategy.

1.2.1 Capital Financing Requirement

The council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to increase by £18m during 2023/24. Based on the forecast figures for expenditure and financing, the council's estimated CFR is as follows:

Table 1.2.2: Estimates of Capital Financing Requirement in £ millions

	Forecast 2022/23	Estimate 2023/24	Estimate 2024/25*	Estimate 2025/26	Estimate 2026/27
CFR	194.0	211.9	236.4	265.8	296.1
Less: CFR re finance leases	21.70	21.30	20.9	20.50	20.10
Less: CFR re ex Avon debt	11.30	10.80	10.40	10.00	9.60
Loans CFR	161.0	179.8	205.1	235.3	266.4

* There will be changes to the CFR in 2024/25 that arise from a change in the accounting for leases and does not represent cash expenditure. This will be quantified in the 2024/25 strategy.

Projected levels of the council’s total outstanding debt (which comprises borrowing, leases and transferred debt) are shown below, compared with the capital financing requirement (see above).

1.2.3 Actual external debt and the Capital Financing Requirement

In this indicator, projected levels of the council’s total outstanding external debt (which comprises borrowing and leases) are compared with the Capital Financing Requirement. The Capital Financing Requirement measures the council’s underlying need to borrow for a capital purpose for the current and future year. The actual Capital Financing Requirement as at the year-end is included in each year’s statutory accounts.

Table 1.2.3: Gross external debt and the Capital Financing Requirement in £ millions

Gross external debt and the Capital Financing Requirement	Forecast 2022/23	Estimate 2023/24	Estimate 2024/25*	Estimate 2025/26	Estimate 2026/27
CFR	194.0	211.9	236.4	265.8	296.1
Total Debt (incl leases & ex-Avon)	201.8	186.2	181.1	181.9	178.1

Statutory guidance is that total debt should remain below the Capital Financing Requirement, except in the short-term. As can be seen from the table above, the council expects to comply with this requirement in the medium-term.

1.2.4 Borrowing and the Liability Benchmark

Liability benchmark: To compare the Authority’s actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes that cash and investment balances are kept to a minimum level of £25m at each year-end. This benchmark is currently £8.3m and is forecast to rise to £82.6m over the next three years.

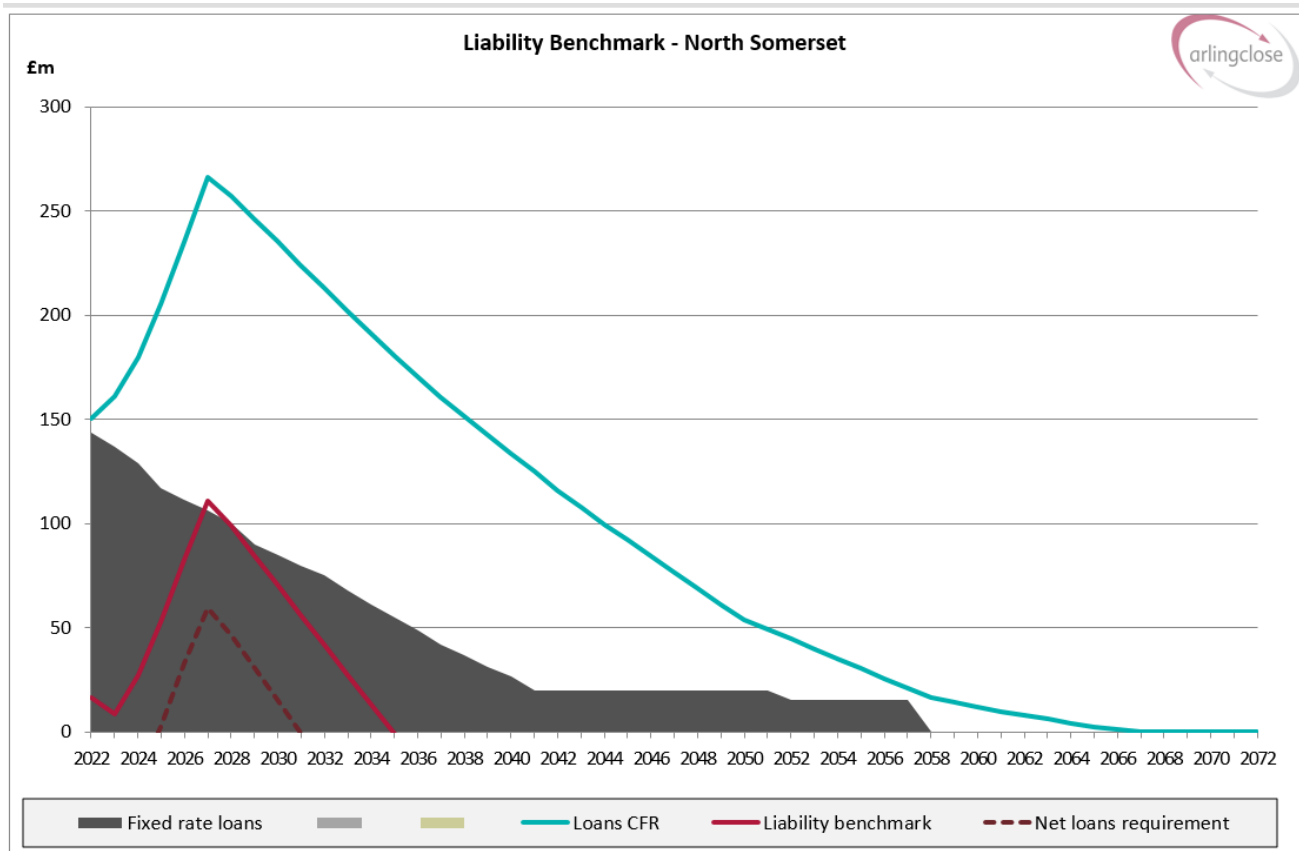
The liability benchmark is an important tool to help establish whether the council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. The liability benchmark itself represents an estimate of the cumulative amount of external borrowing the council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level required to manage day-to-day cash flow.

Table 1.2.4: Borrowing and the Liability Benchmark in £ millions

Position at 31 March	Forecast 2022/23	Estimate 2023/24	Estimate 2024/25*	Estimate 2025/26	Estimate 2026/27
“Loans CFR” from 1.2.2 above	161.0	179.8	205.1	235.3	266.4
Less: Balance sheet resources	-202.7	-202.7	-202.7	-202.7	-206.9
Net loans requirement	-41.7	-22.9	2.4	32.6	59.5
Plus: Liquidity allowance	50.0	50.0	50.0	50.0	51.3
Liability benchmark	8.3	27.1	52.4	82.6	110.8

The liquidity allowance has been calculated as the strategic pooled funds balance of £10m plus an amount that we don't want cash balances to fall below. This would therefore be around £50m

Following on from the medium-term forecasts in table 1.2.4 above, the long-term liability benchmark assumes no capital expenditure funded by borrowing after 2027/28, minimum revenue provision on new capital expenditure based on a 33-year asset life and income, expenditure and reserves all increasing by inflation of 2.5% a year. This is shown in the chart below together with the maturity profile of the council's existing borrowing:



The chart is indicating that the current debt portfolio (the grey shaded area) is predominantly more than the projected borrowing requirement (the red line, liability benchmark) illustrated where the top of grey area is above the red line. The difference between the two is surplus cash. However, it also indicates that there may be a small c.£4m net borrowing requirement in 2027 (where the red line moves above the grey area).

1.2.5 Authorised borrowing limit and Operational limit

The council is required to set an 'affordable borrowing limit' (also termed the 'authorised limit for external debt') each year. In line with statutory guidance, a, lower, "operational boundary" is also set, as a warning level should debt approach the affordable borrowing limit.

The **authorised limit** is the 'affordable borrowing limit' which the council is required to set in section 3 of the Local Government Act 2003 and cannot be exceeded without acting ultra vires. The authorised limit is set at a higher level than the operational boundary to provide headroom for unexpected borrowing requirements.

The **operational boundary/ limit** should be the council’s best estimate of the most likely, prudent, maximum levels of debt to be held during the years in question. The boundary can be exceeded in the short-term should the council need to undertake temporary borrowing, or debt rescheduling, but should not be exceeded for new long-term borrowing proposals.

Table 1.2.5: Authorised limit and operational boundary for external debt in £ millions

Authorised limit and operational boundary for external debt	2022/23 limit	2023/24 limit	2024/25 limit	2025/26 limit
Authorised limit – borrowing	172	225	220	196
Authorised limit – leases & ex-Avon debt	40	40	40	40
Authorised limit – total external debt	212	265	260	236
Operational boundary – borrowing	172	208	200	181
Operational boundary – leases & ex-Avon debt	35	35	35	35
Operational boundary – total external debt	207	243	235	216

It is currently estimated that long-term borrowing at the end of 2022/23 will be **£169.7m** (PWLB debt £134.4m, Salix £2.3m, Ex Avon loan debt £11.3m, and finance leases £21.7m).

Treasury Management

The council’s Treasury Management Strategy aims to keep sufficient, but not excessive, cash available to meet the council’s spending needs, while managing the associated risks. Surplus cash is invested until required to produce a return, while shortages of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account.

The council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. Due to decisions taken in the past, the council currently has £176.7m external borrowing, charging an average interest rate of 4.0%, and £171m treasury investments, earning an average rate of 2.13%.

1.2.6 Affordability - Ratio of Financing Costs to Net Revenue Stream

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans, the MRP, and loans fund repayments are charged to revenue, offset by any investment income receivable. The net annual charge is known as the council’s financing costs. In this indicator, financing costs are compared to the net revenue stream i.e., the amount funded from Council Tax, business rates and general government grants, to provide a measure of the affordability of the council’s forecast borrowing.

Table 1.2.6: Proportion of financing costs to net revenue stream

	Forecast 2022/23	Estimate 2023/24	Estimate 2024/25	Estimate 2025/26	Estimate 2026/27
Net Financing costs (£m)	£11.2m	£12.2m	£13.0m	£14.1m	£15.2m
Proportion of net revenue (%)	6.0%	5.8%	5.9%	6.1%	6.2%

The Treasury Management and investment indicators are included in this report below.

1.3 TREASURY MANAGEMENT INDICATORS: ‘TREASURY CODE’

The council measures and manages its exposures to treasury management risks using the following indicators.

1.3.1 Security: Credit risk indicator

The council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Table 1.3.1: Credit risk indicator:

Credit risk indicator	Target
Portfolio average credit score	6.1

1.3.2 Interest rate exposures

This indicator is set to control the council’s exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Table 1.3.2: Interest rate risk indicator:

Interest rate risk indicator	Limit (£m)
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	1.0
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	1.0

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at new market rates.

1.3.3 Maturity structure of borrowing

Refinancing risk is the risk that a borrower cannot refinance by borrowing to repay existing debt. To address this risk, limits are set of the proportions of the council’s borrowing which are due to fall due in specified periods.

Table 1.3.3: Upper & lower limits on borrowing maturities, as a % of total borrowing:

Maturity Structure of Borrowing	Upper	Lower
Under 12 months	50%	0%
12 months and within 24 months	30%	0%
24 months and within five years	40%	0%
5 years and within 10 years	50%	0%
10 years and above	100%	0%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

1.3.4 Long-term treasury management investments

The purpose of this indicator is to control the council’s exposure to the risk of incurring losses by seeking early repayment of its investments. The prudential limits on the long-term treasury management investments will be:

Table 1.3.4: Long term treasury management investments in £ millions:

Price risk indicator	2023/24	2024/25	2025/26
Limit on principal invested with maturities longer than 365 days beyond year end	£50m	£40m	£40m

Long-term investments with no fixed maturity date include strategic pooled funds but exclude money market funds and bank accounts with no fixed maturity date as these are considered short-term.

1.4 **NON-TREASURY MANAGEMENT INDICATORS: ‘INVESTMENT GUIDANCE’**

The council has set the following quantitative indicators to allow elected members and the public to assess the council’s total risk exposure resulting from its investment decisions.

1.4.1 Total risk exposure

The first indicator below shows the council’s total exposure to potential investment losses. This includes amounts the council is contractually committed to lend but have yet to be drawn down and guarantees the council has issued over third-party loans.

Table 1.4.1: Total investment exposure in £ millions

Total investment exposure	Actual Held as at 31/03/22 £m	Forecast Held as at 31/03/23 £m	Forecast Held as at 31/03/24 £m
Treasury management investments	177.0	150.0	130.0
Service investments: Loans	0.8	0.8	0.8
Commercial investments: Property*	32.6	32.6*	32.6*
TOTAL EXPOSURE	210.4	183.4	163.4

* Commercial investment properties are re-valued annually by the council’s valuers - valuations as at 31/3/23 are not yet available and cannot be forecast with reasonable certainty.

Significant uncertainty also applies to the valuation of commercial property investments during the current economic environment.

1.4.2 How investments are funded

Current government guidance is that these indicators should include how investments are funded. Since the council does not normally associate particular assets with particular liabilities, this guidance is difficult to comply with.

In accordance with best professional practice, North Somerset Council does not associate its borrowing with particular items or types of expenditure. The council manages its treasury position, borrowings, and investments in accordance with its approved Treasury Management Strategy and practices. In day-to-day cash management, no distinction is made between revenue cash and capital cash. External borrowing arises because of all the

financial transactions of the council, and not simply those arising from capital spending. The council may choose to finance capital expenditure from its existing operational cash resources, rather than undertaking external borrowing, to minimise interest costs.

1.4.3 Rate of return received on investments

This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Table 1.4.3: Investment rate of return (net of all costs)

Investments net rate of return	Actual 2021/22 %	Forecast 2022/23 %	Forecast 2023/24 %
Treasury management investments	0.37	1.65	2.30
Service investments: Loans	2.36	4.29	5.64
Commercial investments: Property	-0.70	0.00	0.00
ALL INVESTMENTS	0.35	1.23	1.70

Treasury management risk register

Appendix 3

Risk	Impact	Probability	Unmitigated risk	Mitigating arrangements:	Revised probability	Residual risk
Credit risk - Loss of principal and/or interest due to counter-parties not being able to meet principal / interest payments as they fall due. Includes losses due to 'bail in' requirements. - Potential delays in being able to access funds. - Emerging markets carry a higher risk of financial loss than more developed markets, as they may have less developed legal, political, economic or other systems.	5	4	20	- Measurement of risk (use of credit ratings, CDS spreads, balance sheet analysis). - Monitoring of TM advisor advice, news, discussions with brokers, and reacting to events (eg both trading and regulatory). - Setting appropriate lending limits per counter-party re amounts, period and country of investment. - Diversification between lenders, lender types, countries. - Exposure to equity and tradable debt instruments only through diversified funds.	3	15
Liquidity risk - Running out of accessible cash, leading to inability to make payments as they are due. - Needing to borrow at higher cost than otherwise available. - Needing to sell assets / investments at short notice / at lower prices. - Not having available counter-parties to invest in.	4	2	8	- Daily cash flow forecasting. - Overdraft facility agreed. - Ready access to sources of cash from eg PWLB, other local authorities and banks and building societies. - Holding investments that can be readily realised.	1	4
Interest rate risk - Increasing interest rates lead to increase in cost of fixed rate and variable rate borrowing. - Decreasing market value of tradable fixed income investments (e.g. bonds) when interest rates rise. - Falling interest rates lead to lower return - Re-financing risk - Falling borrowing interest rates mean opportunity to re-finance borrowing at lower cost missed. - The use of derivatives may increase overall risk, by magnifying the effect of both gains and losses, leading to large changes in value and potentially large financial loss.	4	5	20	- Monitoring of TM advisor advice, news, discussions with brokers re economic outlook, and expected interest rate movements. - Taking into account uncertainty in future outcomes. - Monitoring of available / emerging sources of borrowing. - Maintaining suitable mix of fixed and variable interest rates for borrowing and investments. - Maintaining mix of maturity dates. - Monitoring of cost of re-financing borrowing compared to potential savings - Diversification of investment types. - Exposure to tradable debt instruments only through diversified funds. - Restriction of use of derivatives to stand-alone instruments that can be clearly demonstrated to reduce overall risk.	4	16
Inflation risk - The value of cash balances is eroded over time due to inflation (notably when interest rates on investments are lower than inflation)	4	4	16	- Monitoring of TM advisor advice, news, discussions with brokers re economic outlook, and expected inflation and related interest rate movements. - Identify balances not likely to be needed in the short term for operational cash flows, and invest these balances in longer term to generate sufficient income to at least match inflation.	3	12
Currency risk - The risk of loss from fluctuating foreign exchange rates when an investor has exposure to foreign currency or in foreign-currency-traded investments	1	0	0	- Local authorities are not allowed to borrow or invest in foreign currencies. All transactions must be in sterling.	0	0
Regulatory and political risk Risk that changes in regulations or legislation may have an adverse impact on the Council's finances, including: - Brexit - leads to uncertainty in the economic outlook, and hence uncertainty over future interest rates and economic growth, and hence inflation, and government expenditure. - Changes in PWLB / other borrowing rates impact on the Council's borrowing costs - Changes in PWLB regulations limit availability/criteria of borrowing. - Changes in MIFID 2 regulatory requirements may increase costs and decrease access to markets.	3	4	12	- Monitoring of TM advisor advice, news, discussions with brokers, and reacting to events (eg both trading and regulatory). - On-going professional training and development of treasury management officers. - On-going training and updates to members on Treasury Management. - Regular review and update of overall Treasury Management Strategy. - Regular review and update of mix of borrowing and investments held to ensure the portfolio continues to meet the objectives of the Treasury Management Strategy.	3	9

Key: Scores: 1 (Lowest)-5 (Highest)

When developing a new investment policy and governance framework for any type of treasury investments there are a great many factors to consider. The council will ensure that the strategy for new ESG investments will ensure full compliance with complex legislation and also seek to mitigate the significant risks associated with investing taxpayers' money.

Some of the considerations that may feature in the formulation of the new ESG investment strategy are listed below, although the list is not intended to be comprehensive and may be expanded during later discussions as further suggestions are made, or may be refined if elements do not meet the councils' core objectives.

- **External governance**, e.g., legal requirements defined by statute, accounting requirements and government expectations, best practice, e.g.;
 - Refer to Section 6 of the main body of the report
 - Local Government Act 2003 (various)
 - CIPFA - Guidance, TM and Risk Management toolkits, TM frameworks and roadmaps
 - The UK Stewardship Code - Financial Reporting Council (FRC)
 - Task Force for Climate Related Disclosure - TCFD
 - UN Principles for Responsible Investment (UNPRI.org)

- **Setting clear objectives**
 - Investment limits – i.e., ESG investments will not exceed £6m
 - Net Real Total Return - i.e., > 0%
 - Security - i.e., no more than 4% total drawdown
 - Liquidity - i.e., ability to realise within 1 month
 - Yield - i.e., CIPFA / impact on revenue budge)
 - Statement of Responsible Investing (RI)
 - ESG – e.g., 5 star rating
 - Transparency - i.e., fund components specified and RI / ESG rated
 - Asset provider size, longevity, credit worthiness, fees
 - Counterparty selection criteria - i.e., credit rating triple A
 - Counterparty limit
 - Country limit
 - Regulations compliance measures - i.e., conforms with criteria
 - Risks management, understanding and risks ranges willing to take
 - Define the entry strategy and criteria
 - Define the end game, strategy, and criteria for getting out, de-risking

- **Investment strategy** – types of products / investments / assets
 - Cannot fall into definition of capital expenditure – must be a treasury investment
 - Asset strategy selection criteria and allocations
 - Protection, e.g., Bonds limited to % allocation
 - Diversifiers, e.g., could be infrastructure or property
 - Growth expectations
 - Geographic constraints
 - Markets and choice of assets, e.g., Funds, unit trusts, CCLA
 - Implementation strategy

- **Governance**
 - Risk management

- Oversight and scrutiny
 - Framework
 - Monitoring and reporting
 - Knowledge, experience and training
 - Best practice
 - S151 responsibilities
 - Reporting framework – frequency, risks, returns, objectives
-
- **Risk assessment and management**
 - Interest rates
 - Counterparty
 - Country
 - Inflation
 - Market

Authorised Limit – the maximum amount of external debt at any one time in the financial year.

Bank Rate – the Bank of England base rate.

Capital Financing Requirement – financing needs of the council – i.e., the requirement to borrow.

CIPFA - the Chartered Institute of Public Finance and Accountancy. The institute is one of the leading professional accountancy bodies in the UK and the only one which specialises in the public sector. It is responsible for the education and training of professional accountants and for their regulation through the setting and monitoring of professional standards. Uniquely among the professional accountancy bodies in the UK, CIPFA has responsibility for setting accounting standards for a significant part of the economy, namely local government. CIPFA's members work, in public service bodies, in the national audit agencies and major accountancy firms.

CLG – Communities and Local Government – see MHCLG.

Counterparty – the organisation the council is investing with.

Credit Rating – an assessment of the credit worthiness of an institution.

Creditworthiness – a measure of the ability to meet debt obligations.

ESG – Environmental, Social and Governance based investment decisions.

Finance Lease - a finance lease is a lease that is primarily a method of raising finance to pay for assets, rather than a genuine rental. The latter is an operating lease. The key difference between a finance lease and an operating lease is whether the lessor (the legal owner who rents out the assets) or lessee (who uses the asset) takes on the risks of ownership of the leased assets. The classification of a lease (as an operating or finance lease) also affects how it is reported in the accounts.

Gilts – long term fixed income debt security (bond) issued by the UK Government and traded on the London Stock Exchange.

LIBID – London Interbank BID Rate – the interest rate at which London banks are willing to borrow from one another.

MHCLG – Ministry of Housing, Communities and Local Government. The Government department that sets policy on supporting local government, communities and neighbourhoods, regeneration, housing, planning building and the environment and fire. The name for this Government department has recently changed and is now known as **DLUHC**, which is the **Department for Levelling Up, Housing and Communities**.

Minimum Revenue Provision - the minimum amount which must be charged to an authority's revenue account each year and set aside towards repaying borrowing.

Money Market - the market in which institutions borrow and lend.

Money Market Rates – interest rates on money market investments.

Ninety-One – one of the council's cash managers who invest in multi-asset funds. They were previously known as Investec.

Operational Boundary – the most likely, prudent but not worst-case scenario of external debt at any one time.

Pooled Funds – investments are made with an organisation who pool together investments from other organisations and apply the same investment strategy to the portfolio. Pooled fund investments benefit from economies of scale, which allows for lower trading costs per pound, diversification, and professional money management.

Prudential Code – a governance procedure for the setting and revising of prudential indicators. Its aim is to ensure, within a clear framework, that the capital investment plans of the council are affordable, prudent, and sustainable and that treasury management decisions are taken in accordance with good practice.

Prudential Indicators – indicators set out in the Prudential Code that calculates the financial impact and sets limits for treasury management activities and capital investment.

PWLB (Public Works Loans Board) - a central government agency which provides long and medium-term loans to local authorities at interest rates only slightly higher than those at which the Government itself can borrow. Local authorities can borrow to finance capital spending from this source.

Sovereign – the countries the council can invest in.

Tradition UK Ltd – is one of the council's cash managers who manage £10m of investments on our behalf. Tradition place funds in fixed term cash deposits with a range of financial institutions.

Treasury Management – the management of the council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risk associated with those activities and the pursuit of optimum performance with those risks.

Treasury Management Practices – schedule of treasury management functions and how those functions will be carried out.

Variable Net Asset Value money market funds – the principal invested may fluctuate below that invested.

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North Somerset Council

Report to the Executive

Date of Meeting: 8 February 2023

Subject of Report: Capital Strategy 2023_2028 and capital budget for 2023/24

Town or Parish: All

Officer/Member Presenting: Ashley Cartman, Executive Member for Corporate Services

Key Decision: YES

Reason: The council will incur expenditure in excess of £500,000 and spending covers more than two wards.

Recommendations

The Executive are asked to: -

- 1) Recommend to Council for approval the following: -
 - a. The capital strategy 2023/24 to 2027/28 as outlined in the Executive Summary and detailed in Appendix 5,
 - b. An increase to the capital programme of **£137.554m** for a range of new investments proposals as detailed in Section 4.2, and Appendix 3, subject to confirmation of grant funding allocations,
 - c. To approve the Commissioning Plan detailed in Appendix 4 for the procurement of the programme delivery plans associated with the Strategic Placemaking Projects (Levelling Up and Cultural Development Fund) outlined in Section 4.2,
 - d. Delegate authority to the S151 Officer for the approval and increase to the capital programme of up to **£9.614m** for the Strategic Placemaking & Development Programme schemes outlined in Section 4.3, subject to confirmation of grant funding,
 - e. Delegate authority to the S151 Officer, for the period 30 March 2023 – 31 May 2023, to approve Procurement Plans up to **£5m** for the Strategic Placemaking and Development Programme Schemes outlined in Section 4.3 to ensure delivery of the programme can meet funding timescales,
 - f. Delegate of authority to the S151 Officer for the approval of the Commissioning and Procurement Plan for Clevedon school grant funded scheme,
- 2) Note the revised borrowing impact within the capital programme of **£60.120m** for the period 2023/24 to 2027/28 as detailed in Section 4.3, which will increase the council's overall borrowing requirement to **£160.992m** over the period,

- 3) Delegate the approval for the detailed highways programme to the Assistant Director for Neighbourhoods and Transport in consultation with the Executive Member for Transport and Highways,
- 4) Approve the amendments to the capital budget for 2022/23 as detailed in Appendix 2.

1. Summary of Report

The Capital Strategy outlines the council's approach to capital investment over the short, medium and longer term and gives a high-level overview of how capital expenditure activity contributes to the provision of local public services within the area. We will use these resources to support our children and young people, tackle the climate emergency and invest in our communities and infrastructure, whilst aiming to strengthen the delivery of our basic services.

The report aims to update residents about the investment that has previously been agreed and is currently being delivered within communities, and also shares information about brand new investment that will happen in the future. One example of this relates to the Governments' Levelling Up agenda which has provided a cash boost to Weston-super-Mare as part of an ambitious placemaking vision for the town.

The £20m investment will be used to focus on several high-profile sites across Weston's town centre and seafront, transforming the culture, leisure and retail experience for residents, business, and visitors. This will help reinvent iconic heritage buildings, support local businesses, create new jobs, and deliver a year-round experience-led economy for the future.

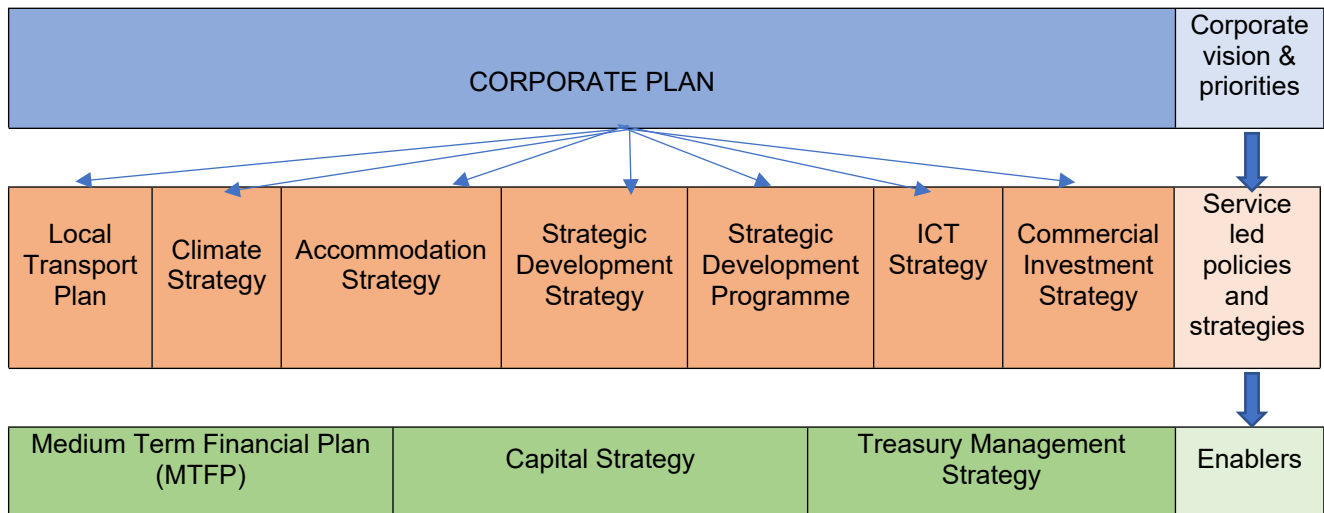
Other areas of new investment are also described throughout the report to ensure that North Somerset remains a great place to live, learn, work and play.

2. Policy

The Prudential Code for Capital Finance in Local Authorities was developed by CIPFA to support local authorities in taking decisions in capital investments. Key objectives within this Code are to ensure that local authorities capital investment plans are affordable, prudent, and sustainable, and that associated treasury management decisions are taken in accordance with good professional practice and that local strategic planning, asset management planning and proper option appraisals are fully supported.

The Code requires Council to approve an annual capital strategy as part of its budget setting process. The purpose being to demonstrate that capital expenditure and investment decisions are in line with service objectives, and that the plans are affordable and sustainable, with the resulting revenue impacts fully integrated within the annual budget setting process. The council must also review and approve a series of prudential indicators which provide an assessment of the spending and financing plans on key metrics.

The council's capital strategy matches the council's priorities and planned service requirements with funding projections and asset management considerations. It is very much an overarching strategic plan and is closely linked to other key plans and strategies as depicted in the graphic below.



The council recognises that decisions made this year on capital spend and financed through its associated treasury management activities, will have financial consequences for the council for many years into the future. They are therefore subject to both a national regulatory framework and to local policy framework, as summarised throughout this report.

3. Executive Summary of our Capital Strategy

3.1. Introduction

North Somerset Council continues to have ambitious plans for investment in the region which will deliver sustainable projects with a tangible benefit to our communities. Alongside investment plans for infrastructure, housing and economic generation we recognise that we also need to maintain the assets that support delivery of our core services and facilities, such as schools and roads, to ensure these are fit for the future.

We understand that our Capital programme must be affordable over the long term and align with our commitments to be Open, Fair and Green.

This document outlines how we will make the best use of our finite resources, how we will prioritise investment needs and opportunities and how we will approach funding these projects to deliver sustainable outcomes. The development of a capital strategy is complex and recognises that the council also has an opportunity to generate income to support its spending plans, through both the submissions of bids to external funders and also from the sale of its assets, usually land and buildings, and utilise these capital grants and receipts to support future elements of the wider programme.

Whilst the report describes some of the key projects we will be working in the short-term, the Strategy ensures that capital planning proposals will continue to be developed and updated over time as more information is known.

3.2. Sustainable budget setting

Capital investment needs to be funded from revenue budgets via feasibility, costs of borrowing and making provision for repayment. We have ambitious plans, but finite resources. Our revenue budgets are increasingly pressurised by reduced funding, increasing demand and costs for delivering essential council services. Each pound that we borrow costs the Council up to 10% per year to finance (this is increasing due to interest rate changes) and therefore it is vital that we assess these costs in the context of our medium-term financial planning. This has been made more challenging by uncertainty over government funding and ringfencing of uplifts to adult social care; inhibiting our ability to make longer term plans and introducing the risk that capital schemes agreed now become unaffordable in future years.

Lack of sustainable budget funding and the need to demonstrate value for money mean we may need to make difficult decisions about how we prioritise investment. We need to consider our asset base and how we prioritise projects, which may result in asset divestment and deprioritising projects which cannot demonstrate a long-term sustainable impact. We also know that we have a backlog of maintenance needs. We operate in a different world post-Covid and, in some cases, there is reduced demand for assets (such as office accommodation) which accelerates the case for rationalising our estate.

We also need to ensure that projects which can achieve long term benefits to our communities are considered on merit and for potential return on investment, so distinct funding will be allocated to enhancement via development and match funding plans. The council has a successful track record of securing Government Funding with over £150m secured so far across the 2020-2025 period and even more is planned. The council has recently been awarded a further £20m of funding through the Governments' Levelling Up Fund and awaits to hear the results of other funding bids to support relating to the Cultural Development Fund and Special Educational Needs.

Our target is to be a net-zero Council by 2030, to achieve this we need to ensure that carbon impacts of our investments are made clear and evaluated through options appraisal. Carbon impact will become a core element of our decision making and funding will be made available to support our climate change objectives.

Capital expenditure needs to align with the aims and priorities of the council and reflect existing policies such as our Active Travel schemes and Health and Wellbeing Strategy. The council has recently introduced a framework to better evaluate the social value of our procurements and these themes, outcomes and measures will be used to support our objectives.

As we increase our levels of investment, we recognise the need to ensure robust governance is in place to promote clarity and consistency of decision making and demonstrate value. Measures are in place to ensure that the new governance framework and underlying monitoring and evaluation processes continue to be embedded across the organisation.

Since the Capital Strategy for 2022/23 onwards was set, the forecasts linked to the capital monitoring process show that the council is facing significant inflationary impacts for some of the projects within the current programme and so further work is underway to quantify the potential scale of these risks. The need to make significant savings within the revenue budget has also had an impact on the ability to finance our capital schemes.

This means that decisions must be taken to prioritise and manage the inflationary impacts within the current programme and inform decisions to deliver new capital investment projects within the short-term. A detailed assessment of the current programme has been carried out

which has looked to either re-phase or remove areas of non-essential spending in order to generate a financial saving within the revenue budget forecasts.

This approach means that whilst some additional council resources are available to support capital spending, they are likely to be at lower levels than in the current year.

3.3. How we will prioritise and build the capital programme

Given the need to consider the level of new council funding that will be available to support spending in the future, additions to the capital programme for the coming year will need to be prioritised to ensure that plans remain affordable. It is proposed that the council will apply the following criteria through our processes:



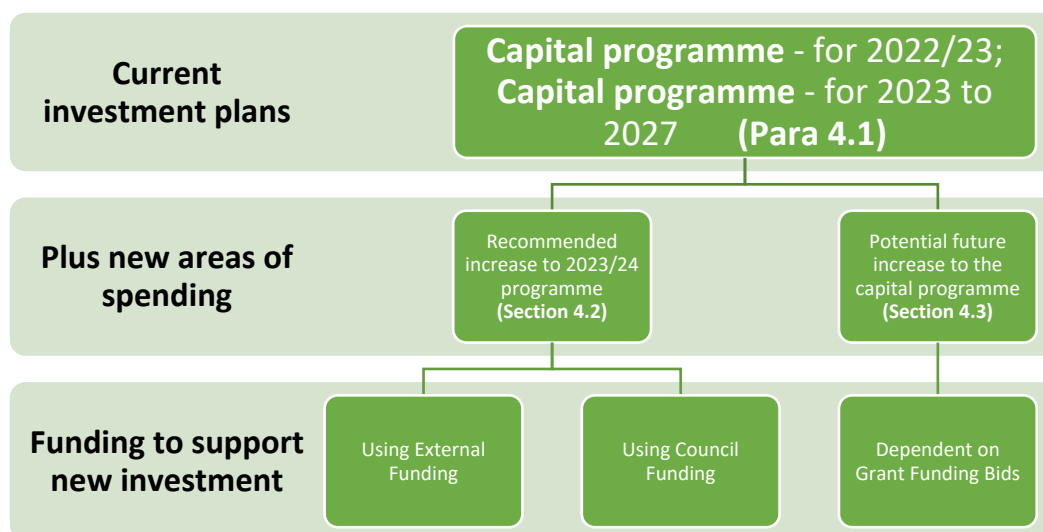
As a result, the **new capital strategy for 2023/24** proposes that additional capital spending will be focused on;

- projects which have ring-fenced external funding, such as maintenance of the highways network, bus service improvement plan,
- spending on maintaining schools and providing additional places, enabling residents to stay in their homes by providing disabled facilities grants and providing funding for more affordable housing,
- projects that actively support the council’s essential operational service delivery, such as investment in ICT provision,
- further investment in the maintenance of our roads, buildings, leisure facilities, or library assets to ensure that they are fit for purpose.
- projects that deliver a positive financial outcome from a business case

Whilst this report provides specific focus on decisions that will be implemented from April 2023, new areas of spending will be incorporated into the councils’ existing capital planning framework, thereby building and expanding the capital programme so that it includes all of our investment plans in one place.

4. Building the Capital Programme

Section 4 of the report provides details of how the council builds its capital programme across the period of the Strategy and the graphic below provides an overview of each stage.



4.1. The council's current capital programme 2022 to 2027 - £385.164m

As noted above the council has previously approved ambitious spending plans of over £385m which cover the period 2022-2027, and work is already underway to deliver many of these projects, with investment of over £105m expected in the current financial year.

The capital programme, which is regularly updated, has increased significantly over the past 18 months, reflecting a wide range of community-based investment encompassing many aspects of council services.

A complete listing of all projects included within the current capital programme can be seen in **Appendix 1**, and **Appendix 2** shows further changes to the 2022/23 programme that require approval as part of this report.

A summary of the current capital programme and its' funding is highlighted in the tables below along with examples of our more strategic investment plans.

Table 1: Approved Capital Programme Spending - as at 31 December 2022	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	TOTAL £'000
Place Directorate						
MetroWest Rail	2,721	11,736	26,756	50,394	30,376	121,983
HIF - Banwell Bypass & Infrastructure	4,386	30,477	25,349	0	0	60,212
BSIP - Bus Service Improvement Plan	1,805	24,358	21,820	0	0	47,983
Local Transport Plan Projects, incl Pot Holes	13,665	1,530	0	0	0	15,195
All other Place directorate projects	25,924	18,941	1,929	0	0	46,794
Children's Services						
HIF - Winterstoke Hundred Academy Expansion	19,078	7,600	0	0	0	26,678
Baytree Special School	16,899	0	0	0	0	16,899
All other Children's services projects	6,686	4,650	600	0	0	11,936
Adult Social Care & Housing projects	9,297	3,881	3,881	0	0	17,059
Corporate Services projects	4,714	9,579	1,133	0	5,000	20,426
TOTAL - CURRENT CAPITAL SPENDING	105,174	112,753	81,468	50,394	35,376	385,164

Table 2: Approved Capital Programme Funding - as at 31 December 2022	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	TOTAL £'000
Grants and Contributions	83,005	94,206	77,318	16,882	0	271,411
Unsupported Borrowing	17,869	16,219	2,253	29,155	35,376	100,872
Capital Receipts - ring-fenced	1,651	1,500	1,562	0	0	4,714
Revenue Contributions and Reserves	2,648	827	336	4,357	0	8,168
Other Capital Resources	0	0	0	0	0	0
TOTAL - CURRENT CAPITAL FUNDING	105,174	112,753	81,468	50,394	35,376	385,164

Large or notable investment projects currently being delivered within communities are listed below;

- **£122m** of investment to complete the design phases of the Metro West Rail project, up to and including the Development Consent Order phase, as well as approval for delivery and implementation of the scheme.
- **£97m** of investment linked to the design and build of Banwell bypass, village and local area road improvements and local utility upgrades, as well as delivery of a new 900-place secondary school, all of which will be funded from Homes England via their Housing Infrastructure Fund (HIF) grant scheme.
- **£48m** of capital investment to deliver the Bus Service Improvement Plan (BSIP), enabling the council to rapidly transform the efficiency and effectiveness of bus services across the North Somerset area, delivering bus traffic signal priority along all key bus routes, new interchanges and upgrades to bus shelters, rapid charging facilities and integration of cycling facilities at key bus stops.
- the ongoing maintenance of existing road networks, as well as the creation and enhancement of major infrastructure, works to replace the bridge along Winterstoke Road and the early stages of improvements to the A38 network.
- continued investment of £2.3m in Weston to Clevedon Cycleway, creation of a cycle link between Weston-super-Mare and Clevedon by constructing an off-road cycleway between Wick Lane, Wick St Lawrence to Yeo Bank Lane, Kingston Seymour (linking existing quiet roads and other short sections of paths).
- schemes designed to create or improve infrastructure, facilities and other assets which benefit communities and neighbourhoods such provision of parks and play areas, improvements along the seafront in Weston, improvements to some of our libraries and parks and play areas across the district, and also providing match funding for facilities owned by local groups.
- projects to support delivery of core educational services, including £17m linked to the provision of the new Baytree Special School, as well as other funding to extend existing schools to facilitate the increasing demand for places.
- capital grant allocations to providers and other stakeholders to fund affordable housing schemes across North Somerset or directly influence affordable housing delivery. Grants are also paid to individual residents so that they can make adaptations to their homes enabling them to continue to live independently, and investment in Technology Enabled Care projects, again to support independent living.
- ongoing maintenance, compliance and improvements to schools, office buildings, leisure facilities and ICT systems and infrastructure.

4.2. New investment to be included within the capital programme - £137.554m

As noted above, the council has an iterative capital planning process which means that it is regularly updated with new proposals brought into the programme where they can demonstrate that they;

- support service delivery need,
- meet the council's strategic investment priorities and objectives,
- are supported by a proven business case, and
- also have an agreed source of funding in place

The table below provides a summary of **new investment** plans that have passed through the required feasibility and validation stages and have been assessed as ready for approval into the capital programme, with spending to start in the new year.

The individual new investment proposals have been reviewed and grouped into the council's investment themes as these help to describe the council's priorities, for example investing in our children and young people and our communities and tackling the climate emergency.

One example of the council's new capital spending plans relates to the Levelling Up agenda, which is a national initiative designed to invest in infrastructure that improves everyday life across the UK.

The prospectus for the Fund indicated that funding would be given to support town centre and high street regeneration, local transport projects, and cultural and heritage assets and so the council submitted a bid through its Strategic Placemaking and Development team. The bid was successful and on 19th January the Department for Levelling Up and Communities confirmed that the council has been awarded a total of £19,979,570.

This money will be used to fund a package of placemaking measures for Weston-super-Mare, centred on the themes of;

- Boosting the visitor economy by investing in much-loved but deteriorating heritage assets to create national visitor attractions and creative hubs,
- Reinvesting and diversifying Weston town centre, supporting the creative economy, independent retailers and food & drink innovators,
- Delivering wayfinding and quick win public realm improvements to increase footfall and spend and boost local pride in the quality of our environment

Investments would be focused on:

- Repairs & improvements to the Tropicana, particularly focusing on the outside arena area,
- Supporting the restoration of Birnbeck Pier and its buildings,
- Completing the restoration of Marine Lake,
- Refurbishing and re-purposing vacant high street units owned by the council,
- Wayfinding and public realm improvements, including improvements to Grove Park

The council will be required to provide £2.4m match funding towards the projects, this funding is already included within the current capital programme.

A summary of the total new spending is provided in the table below although further information on each of the individual projects has been included within **Appendix 3**.

Table 3: New Approvals into the Capital Programme for 2023-2028	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000
Children & young people	13,807	13,155	2,155	150	0	29,267
Delivering better basic services	31,631	21,586	3,060	526	0	56,803
Investing in our communities	10,970	12,980	0	0	0	23,950
Tackling the climate emergency	440	615	440	440	0	1,935
Other investments, incl statutory functions	5,041	2,776	7,016	7,166	3,600	25,599
TOTAL - NEW CAPITAL SPENDING PLANS	61,889	51,112	12,671	8,282	3,600	137,554
Grants and Contributions	52,463	20,471	0	0	0	72,934
Unsupported Borrowing	9,426	30,641	11,171	6,782	2,100	60,120
Capital Receipts	0	0	1,500	1,500	1,500	4,500
TOTAL - NEW CAPITAL FUNDING	61,889	51,112	12,671	8,282	3,600	137,554

Funding arrangements have also been included within the table above as it is important for the council to confirm that it has secured sufficient resources to pay for the spending as part of the approval process, to avoid spending at risk.

The proposed new spending will result in an additional borrowing requirement of £60.120m across the period of the programme, with £9.4m of this being required in 2023/24. The borrowing assumptions have been included within the Treasury Management Strategy report, and also within the Medium Term Financial Plan report, both of which are being considered elsewhere on the agenda for this meeting

Once these new projects are brought into the capital programme, the council will have increased its investment plans to over £522m across the Strategy period, as confirmed in the table below.

Table 4: Approved Capital Expenditure for 2022-2028	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000
Place	48,500	127,873	111,185	54,044	31,492	0	373,093
Children's Services	42,663	25,906	13,605	2,005	0	0	84,179
Adult Social Care and Housing	9,297	6,242	4,581	1,500	1,500	1,500	24,620
Corporate Services	4,714	14,620	3,209	5,516	10,666	2,100	40,825
TOTAL - APPROVED SPENDING PLANS	105,174	174,642	132,580	63,065	43,658	3,600	522,718
Grants and Contributions	83,005	146,669	97,788	16,882	0	0	344,345
Unsupported Borrowing	17,869	25,645	32,894	40,326	42,158	2,100	160,992
Capital Receipts - ring-fenced	1,651	1,500	1,562	1,500	1,500	1,500	9,214
Revenue Contributions and Reserves	2,648	827	336	4,357	0	0	8,168
TOTAL - APPROVED FUNDING	105,174	174,642	132,580	63,065	43,658	3,600	522,718

4.3. Potential future additions - Strategic Placemaking and Development Programme

The development of capital investment plans are complex and can take many months to prepare. In some cases these plans are dependent upon information received from other stakeholders, such as partner organisations or government departments. This is particularly relevant in situations where the council makes a bid to secure external funding towards one of its new capital projects.

Over recent months North Somerset Council has applied for grant funding from government for a number of strategic placemaking and development schemes. The outcome of the funding bids are currently unknown therefore **Recommendation 1c** of this report delegates authority to the S151 Officer to approve the acceptance of the funds and inclusion of the planned spending

within the council's capital programme **once** the outcome has been confirmed by the relevant governing body.

The table below summarises the potential future schemes that may be included within the capital programme should external funding be approved.

Table 5: Potential Future Capital Plans for 2023-2028, awaiting confirmation of external funding	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000
Strategic Placemaking & Development Programme						
Cultural Development Fund - Tropicana and a small pavilion space at Birnbeck	178	2,385	1,251	0	0	3,814
Salix Decarbonisation grant - Boilers / Improvements	800	0	0	0	0	800
DFT - Special Education Needs development	5,000	0	0	0	0	5,000
TOTAL - Strategic Placemaking & Development Programme	5,978	2,385	1,251	0	0	9,614
Grants and Contributions	5,978	2,385	1,251	0	0	9,614
TOTAL - Strategic Placemaking & Development Programme	5,978	2,385	1,251	0	0	9,614

The funding applications are summarised below:

4.3.1. Cultural Development Fund

A total of £3.814m capital funding with the objective of securing a financially sustainable future for key cultural and heritage assets.

Investments would be focused on:

- Repairs & improvements to the Tropicana, particularly focusing on the internal areas and increasing flexibility, efficiency and ease of use for operators and end users
- The creation of a small-scale pavilion-type space for events and activities at Birnbeck Pier, which would generate income to help with future maintenance

4.3.2. Public Sector Decarbonisation Scheme (PSDS) (funded by Salix) - The Campus

The Department for Business, Energy and Industrial Strategy (BEIS) initiated the PSDS funding to help meet the UK Government's ambitious carbon emissions targets. In 2019, the UK Government set out targets to achieve Net Zero greenhouse gas emissions across the whole UK by 2050. The PSDS provides grants for public sector bodies to fund heat decarbonisation and energy efficiency measures. Phase 3b opened in October 2022, with the emphasis on providing grant funding for projects that focus on the decarbonisation of heat.

North Somerset Council are applying for grant funding to make green infrastructure improvements at The Campus, Weston-super-Mare. The improvements consist of replacing the current fossil fuel boilers with heat pumps, as well as upgrades to the ventilation system. The project costs estimate is £1,197,000. NSC has applied for grant funding totalling £800,000 with the remaining £397,000 match funded by NSC. The scheme is programmed to start April 2023 with construction programmed for summer 2024. Scheme completion is estimated autumn 2024.

The scheme had a listing on the Forward Plan not before December 22, to accept funding and increase the capital programme, in co-ordination with when funding was originally scheduled to be announced. Engagement with Place Policy and Scrutiny Panel Chairperson was carried

out October 2022 with no further engagement required. Exec Member Cartman was briefed via email December 2022.

Announcements of successful bids is expected January 2023.

4.3.3. Special Educational Needs Development (SEND)

The Special Educational Needs and Disabilities (SEND) Partnership Board regularly meet to discuss a wide range of issues to ensure that the systems and process we operate and the services we commission fit together to provide the best support for children with SEND in North Somerset.

One area of interest is the delivery of a long-term strategy which looks to ensure that there is sufficient provision within the district through either the expansion of current sites or the development of new facilities.

Securing capital funding to support these plans is essential and over recent years the council has received several allocations from the Department for Education (DfE) to develop and deliver additional and innovative provision for those children with Education, Health and Care Plans.

The council has recently submitted a further application to the DfE to once again expand levels of provision for placements within the area as they continue to remain lower than the current demand. A business case has been drafted which shows that not only will increasing local provision benefit the children of North Somerset, it will also deliver annual savings within the revenue budget.

The capital funding bid has been aligned to the council's Safety Valve Programme, which is an initiative that looks to reduce the ongoing revenue cost of SEND provision. Further details are included within the Medium Term Financial Plan (MTFP) report considered on the agenda for the same meeting.

4.4. Summary of capital spending plans 2022/23 to 2027/28

Sections 4.1 to 4.3 of the report provide details of how the council will build its capital investment programme and the table below summaries the overall position, with spending having the potential to increase to £532 million by 2028;

- Section 4.1 current capital programme £385m 2022 to 2027
- Section 4.2 new additions to the programme £137m 2023 to 2028
- Section 4.3 potential future additions £ 10m 2023 to 2026

Table 6: Summary showing all of the council's capital investment plans	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000
Existing Programme	105,174	112,753	81,468	50,394	35,376		385,164
New Items	0	61,889	51,112	12,671	8,282	3,600	137,554
Grants Pending	0	5,978	2,385	1,251	0	0	9,614
TOTAL - SPENDING PLANS	105,174	180,620	134,965	64,316	43,658	3,600	532,332

Grants and Contributions	83,005	152,648	100,173	18,133	0	0	353,959
Unsupported Borrowing	17,869	25,645	32,894	40,326	42,158	2,100	160,992
Capital Receipts - ring-fenced	1,651	1,500	1,562	1,500	1,500	1,500	9,214
Revenue Contributions and Reserves	2,648	827	336	4,357	0	0	8,168
TOTAL - FUNDING	105,174	180,620	134,965	64,316	43,658	3,600	532,332

The revenue impacts of the 2023/24 spending plans have been reflected within the medium term financial plan and are therefore funded (subject to approval of the revenue budget) and they have also been included within the prudential indicators, which are reflected within the treasury management report.

It should be noted that some of the values presented may be indicative and subject to confirmation by the awarding body, and so the final expenditure budget may be adjusted when final notifications are received to ensure that council spending is aligned to funding resource levels

5. Consultation

The government, through its legislative framework, clearly expects that local authorities will be able to demonstrate that they have in place mechanisms to ensure that 'representatives of local people' are being appropriately informed, consulted or involved in services, policies or decisions that affect or interest them.

There are many aspects of service delivery which impact on our residents, customers and other stakeholders and members of the public, and so we recognise that it is our responsibility to ensure that any changes we make to them through the budget, need to be considered and consulted upon. Failure to do so adequately could result in aspects of the budget being subject to legal challenge.

The Capital Programme for 2023/24 provides a mechanism to bring together a series of individual investment projects within an overarching programme, although individual projects will still be subject to further governance as they progress through commissioning and procurement stages, which means that local people and key stakeholders will be provided with opportunities to understand more details on these projects before they are fully implemented.

6. Financial Implications

Financial implications are contained throughout the report.

7. Legal Powers and Implications

The Local Government Act 1972 lays down the fundamental principle by providing that every local authority shall make arrangements for the proper administration of their financial affairs, although further details and requirements are contained within related legislation.

The Council has adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) which requires it to approve a Capital Strategy before the start of each financial year.

Under this guidance, the role of the (Full) Council is to:

- Set the budget and capital programme, including debt and investment interest, and the Minimum Revenue Provision
- Approve the Capital Strategy
- Approve the Treasury Management Strategy (presented elsewhere on this agenda)
- Approve the Prudential Indicators

Under the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, local authorities must not delegate the approval of an annual strategy to any committee or person.

The role of the Executive is to consider these strategies, and, if appropriate, recommend them for approval by full Council.

8. Climate Change and Environmental Implications

Climate and environmental related implications continue to be at the forefront of the council's thinking when considering the underlying Corporate Plan and service strategies as well as detailed capital investment and options that are described throughout this report.

The council has identified climate as one of its main investment priorities for the year ahead and has developed an initial approach which puts this at the centre of plans by seeking to invest in several new projects which entirely meet the climate vision, aims and objectives as their core theme.

However, in addition to this, the council is also progressing the concept of 'additionality' by ensuring that climate related issues are recognised, considered and incorporated in planned investments in other areas of priority spending. The council believes that it is important to fully consider climate issues within the design and scope of other spending proposals which means that it can begin to embed climate considerations and outcomes through a broader range of capital investments across the council.

Examples of this dual approach are demonstrated below: -

- Climate priority - it is the council's intention to deliver improvements in the strategic management of wildlife and biodiversity by purchasing land and creating North Somerset Nature Parks.
- Children and young people priority – it is the council's intention to undertake a series of improvements and extensions to school buildings to accommodate more children and ensure their learning environment meets their needs; the scope of this proposal will be widened to ensure that climate issues are considered before final designs are approved, this could mean that solar panels are added to a roof, energy efficient boilers are purchased, decarbonisation of walls and windows ensuring that they meet higher insulation and energy efficiency standards. It is possible that some of these measures will increase the cost of the planned investment, but they will be built into plans wherever possible.

One of the next steps to consider will be how to record and assess the impact of the council's capital investment plans in respect of carbon outcomes as well as other factors such as health and well-being.

9. Risk Management

In setting the capital budgets, the council must consider the known key financial risks that may affect its plans and these will either be explicitly provided for within the base budget or be offset and held against the unallocated contingency budget or the council's general fund working balance.

The council's Section 151 Officer has led work over recent months to assess and review these items, which are held in the Capital risk register below. Whilst there are several inherent risks within the Capital Strategy, the top risks are:-

- **Inflationary uplifts** – delivering within approved budget allocations is becoming more of an issue given the wider economic position and inflation levels at a record high. The council has also seen these challenges within the revenue budget however, given the scale of some of the more strategic infrastructure projects, the inflationary risk is acute and at the forefront of monitoring processes. All capital schemes will continue to be monitored through the capital governance process to understand the risks which the council is exposed to.
- **Asset Condition**- over the past 18 months much work has taken place to understand and document the condition of the council's asset base to ensure that it is fit for purpose and still able to support service delivery. It is anticipated that when this work has concluded the council will be able to develop more strategic plans to improve asset condition, and until then the council will continue to address the more urgent condition issues as and when they present.
- **Capital Grants and funding streams** – there are a number of grant allocations that are still subject to change, some of which relate to central government allocations as they have not yet advised of the 2023/24 allocations for all grants. Other external funding relates to being successful following the submissions of bids. There may be risks associated with any of these grant funding streams, some of which are also time-limited which would mean that delays in spending could put these at risk. All these funding streams will be reviewed and monitored to understand the level of risk that the council may be exposed to.
- **Economic Development Funded (EDF) schemes** which rely on achieving and sustaining increased business rate income and Revolving Infrastructure Funded (RIF) schemes whose repayments rely on generating significant capital receipts from land sales, which given the impacts of the pandemic on various elements of the business sectors, as well as the wider economic factors currently prevailing, could prove extremely challenging for the council to achieve the pre-pandemic forecast levels. Should these levels not be met then the council would be exposed to the risk of either stop spending on the relevant capital project (if that were even a possibility) or replacing the funding for these capital schemes.

Work is currently taking place to update the capital risk register and present it so that it aligns to the recently approved risk management framework, which will enable a better understanding and assessment of risk before and after mitigation. An update will be shared within the next monitoring report.

10. Equality Implications

There are many aspects relating to the investment priorities within the council's capital strategy, as well as the delivery of the individual capital projects within the overall programme, which impact on our residents, customers and other stakeholders and members of the public, and so we recognise that it is our responsibility to ensure that any investments we make through the capital budget, may need to be considered and consulted upon. There are no specific equality implications to note at this time although capital projects will be assessed at an individual level through the approvals processes.

11. Corporate Implications

The Corporate Plan, Capital Strategy and Medium Term Financial Plan are vital tools to help align effort across the organisation and ensure that services are all are focused on delivery to agreed community and organisational priorities. With continuing financial pressures and demands for services, it is essential that the councils' limited resources continue to be prioritised and allocated in line with the identified priorities and changes reflected within the budget where required.

12. Options Considered

The Council is required to formally approve a Capital Strategy for 2023/24. This could be undertaken as a multi-year strategy or a stand-alone annual process. The council has chosen to adopt the multi year strategy as this has many proven benefits, the most significant of which is the relationship and integration with the medium term financial plan, which sets the context within which decisions relating to the annual revenue budgets are taken. Given that the Capital Strategy has a significant borrowing requirement over the period, the test will be to ensure that the council's plans are affordable over the long-term.

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Appendices:

- Appendix 1 Monitoring of the 2022/23 Capital Programme
- Appendix 2 Changes to the 2022/23 Capital Programme
- Appendix 3 New Investment Proposals for 2023/24 to 2027/28
- Appendix 4 Potential Future Investment Proposals for Placemaking developments
- Appendix 5 Capital Strategy & Asset Requirements

Background Papers:

Reports presented to the Executive:

- Capital Strategy report 2022/23 (February 2022)
- Budget monitoring reports 2022/23 (July 2022-December 2022)
- MTFP and Revenue Budget for 2023/24 (February 2023)
- Treasury Management Strategy for 2023/24 (February 2023)

Monitoring of the Capital Programme in 2022/23

MONITORING OF 2022/23 CAPITAL PROGRAMME							MONITORING TO 31 DEC 2022					APPROVED FUNDING				
APPROVED GENERAL FUND CAPITAL SCHEMES	RAG rating	APPROVED BUDGET					TOTAL APPROVED BUDGET	Actual Spend	Orders	TOTAL COSTS IN 2022/23	Borrowing	Grants & Contributions	Reserves & Revenue	Capital Receipts	TOTAL APPROVED FUNDING	
		2022/23 Estimated Spend	2023/24 Estimated Spend	2024/25 Estimated Spend	2025/26 Estimated Spend	2026/27 Estimated Spend										£
SUMMARY																
Childrens Services		42,662,715	12,249,594	600,000	0	0	55,512,309	19,965,185	19,099,469	39,064,654	5,499,639	50,012,672	0	0	55,512,311	
Adult Social Services		1,437,591	300,000	300,000	0	0	2,037,591	324,601	389,153	713,754	0	2,037,591	0	0	2,037,591	
Housing		7,859,104	3,581,237	3,581,237	0	0	15,021,578	2,843,674	364,396	3,208,070	421,498	10,026,855	0	4,573,225	15,021,578	
Corporate Services		4,714,111	9,579,127	1,133,000	0	5,000,000	20,426,238	996,854	1,256,939	2,251,933	17,779,927	1,366,522	415,035	864,754	20,426,237	
Place		48,500,037	117,418,677	75,854,182	50,393,719	0	292,166,615	17,144,075	3,472,577	20,590,553	76,420,673	209,406,772	1,064,895	5,274,272	292,166,612	
AUTHORITY TOTAL		105,173,559	143,128,635	81,468,419	50,393,719	5,000,000	385,164,332	41,274,389	24,582,534	65,828,964	100,121,737	272,850,412	1,479,929	10,712,251	385,164,330	
CHILDRENS SERVICES																
Breach Classes		625,000	2,625,000	0	0	0	3,250,000	0	0	0	0	3,250,000	0	0	3,250,000	
Parklands Primary School (FF&E)	G	15,000	0	0	0	0	15,000	721	0	721	0	15,000	0	0	15,000	
New Yatton Primary School - Chestnut Park	G	208,820	0	0	0	0	208,820	126,765	0	126,765	0	208,821	0	0	208,821	
St Josephs demountable	G	13,060	0	0	0	0	13,060	11,757	0	11,757	0	13,060	0	0	13,060	
Banwell Primary School	A	1,066,351	0	0	0	0	1,066,351	147,364	448,476	595,840	738,591	327,760	0	0	1,066,351	
Monitoring of Party Wall (REFCUS)		0	0	500,000	0	0	500,000	0	0	0	500,000	0	0	0	500,000	
Kewstoke - Roof and other school updates	A	250,000	1,500,000	0	0	0	1,750,000	14,344	6,330	20,674	1,750,000	0	0	0	1,750,000	
Golden Valley Primary - Fire escape & H&S	G	223,610	0	0	0	0	223,610	3,099	0	3,099	0	223,610	0	0	223,610	
Central Secondary	G	307,927	250,000	0	0	0	557,927	0	0	0	0	557,927	0	0	557,927	
HIF - WHAE School	G	19,078,050	7,599,594	0	0	0	26,677,644	13,448,444	10,624,031	24,072,475	0	26,677,645	0	0	26,677,645	
Gordano School - 2 * Yr7 Classes	G	30,831	0	0	0	0	30,831	0	0	0	0	30,831	0	0	30,831	
Baytree Special School - Original Site	G	100,000	0	0	0	0	100,000	16,383	0	16,383	0	100,000	0	0	100,000	
Baytree Special School - Brookfield Walk Clev	G	16,899,097	0	0	0	0	16,899,097	5,389,165	7,436,581	12,825,746	0	16,899,097	0	0	16,899,097	
SEMH - Churchill - relocation of low volatge po	G	450,000	0	0	0	0	450,000	1,389	320,000	321,389	350,000	100,000	0	0	450,000	
SEMH - Churchill interim site at Nailsea	G	671,552	0	0	0	0	671,552	141,449	50,738	192,187	408,160	263,392	0	0	671,552	
SEMH School Clusters		360,000	0	0	0	0	360,000	8,224	33,720	41,944	360,000	0	0	0	360,000	
Ravenswood Roof	G	282,888	0	0	0	0	282,888	308,835	-774	308,061	282,888	0	0	0	282,888	
VLC Milton project	G	12,545	0	0	0	0	12,545	1,519	3,134	4,653	0	12,545	0	0	12,545	
Ravenswood replacement de-mountable		0	150,000	0	0	0	150,000	0	0	0	150,000	0	0	0	150,000	
Baytree (The Campus) - works including roof	G	510,000	0	0	0	0	510,000	0	0	0	510,000	0	0	0	510,000	
Carlton Centre	G	290,000	0	0	0	0	290,000	92,492	157,457	249,949	290,000	0	0	0	290,000	
Devolved Formula Capital	G	294,959	0	0	0	0	294,959	201,120	0	201,120	0	294,959	0	0	294,959	
Statutory Compliance	G	813,026	125,000	100,000	0	0	1,038,026	50,916	600	51,516	0	1,038,026	0	0	1,038,026	
Childrens Centre - Rolling Maintenance Progr	G	160,000	0	0	0	0	160,000	1,199	19,176	20,375	160,000	0	0	0	160,000	
		42,662,715	12,249,594	600,000	0	0	55,512,309	19,965,185	19,099,469	39,064,654	5,499,639	50,012,672	0	0	55,512,311	
ADULT SOCIAL SERVICES																
Adult social care accommodation shift		187,024	0	0	0	0	187,024	0	0	0	0	187,024	0	0	187,024	
Aids & Adaptations Equipment	G	300,000	300,000	300,000	0	0	900,000	275,288	0	275,288	0	900,000	0	0	900,000	
Housing & Technology Fund	G	5,813	0	0	0	0	5,813	513	94	607	0	5,813	0	0	5,813	
Social Care Projects	G	944,754	0	0	0	0	944,754	48,800	389,059	437,859	0	944,754	0	0	944,754	
		1,437,591	300,000	300,000	0	0	2,037,591	324,601	389,153	713,754	0	2,037,591	0	0	2,037,591	

MONITORING OF 2022/23 CAPITAL PROGRAMME							MONITORING TO 31 DEC 2022					APPROVED FUNDING				
APPROVED GENERAL FUND CAPITAL SCHEMES	RA/G rating	APPROVED BUDGET					TOTAL APPROVED BUDGET	Actual Spend	Orders	TOTAL COSTS IN 2022/23	Borrowing	Grants & Contributions	Reserves & Revenue	Capital Receipts	TOTAL APPROVED FUNDING	
		2022/23 Estimated Spend	2023/24 Estimated Spend	2024/25 Estimated Spend	2025/26 Estimated Spend	2026/27 Estimated Spend										£
HOUSING																
Disabled Facilities Grants	A	2,929,031	2,081,237	2,081,237	0	0	7,091,505	1,237,187	299,382	1,536,569	0	7,091,505	0	0	7,091,505	
Other Private Sector Renewal	G	38,225	0	0	0	0	38,225	86,662	14,389	101,051	0	0	38,225	38,225		
Social Housing Grants (LASHG)	G	693,498	0	0	0	0	693,498	0	0	0	421,498	272,000	0	693,498		
Grant funding of affordable housing - West Wi	G	1,422,750	0	0	0	0	1,422,750	0	0	0	0	1,422,750	0	1,422,750		
Insulation of park homes	G	490,600	0	0	0	0	490,600	596,370	50,625	646,995	0	490,600	0	490,600		
Repurchase Leasehold Properties	G	1,500,000	1,500,000	1,500,000	0	0	4,500,000	923,455	0	923,455	0	0	4,500,000	4,500,000		
First Time Buyer Loan Scheme	G	35,000	0	0	0	0	35,000	0	0	0	0	0	35,000	35,000		
Technology Enabled Care	G	750,000	0	0	0	0	750,000	0	0	0	0	750,000	0	750,000		
		7,859,104	3,581,237	3,581,237	0	0	15,021,578	2,843,674	364,396	3,208,070	421,498	10,026,855	0	4,573,225	15,021,578	
CORPORATE SERVICES																
ICT Replacement Programme	G	522,067	0	0	0	0	522,067	143,796	102,790	246,586	522,067	0	0	0	522,067	
Devices - Laptops (break fix & new starters)	A	110,000	0	0	0	0	110,000	127,655	0	127,655	110,000	0	0	0	110,000	
Networks & Infrastructure	G	400,000	0	0	0	0	400,000	150,870	249,010	399,880	400,000	0	0	0	400,000	
Security Tools		0	50,000	0	0	0	50,000	0	0	0	50,000	0	0	0	50,000	
Windows 11 upgrade project		0	50,000	0	0	0	50,000	0	0	0	50,000	0	0	0	50,000	
Changes to ContrOCC - Adult Social Care system		250,000	0	0	0	0	250,000	0	0	0	0	250,000	0	0	250,000	
Jontec Carelink system	G	140,000	0	0	0	0	140,000	0	138,555	138,555	140,000	0	0	0	140,000	
ContrOCC - Provider Portal module		0	150,000	0	0	0	150,000	0	0	0	150,000	0	0	0	150,000	
LAS / Childrens system	G	100,000	0	0	0	0	100,000	25,665	65,120	90,785	100,000	0	0	0	100,000	
Customer Services		100,000	50,000	0	0	0	150,000	0	0	0	150,000	0	0	0	150,000	
Digital Decisions		0	50,000	0	0	0	50,000	0	0	0	50,000	0	0	0	50,000	
GIS / Mapping system projects		0	105,000	0	0	0	105,000	0	0	0	105,000	0	0	0	105,000	
Council Chamber - Sound System	G	100,000	0	0	0	0	100,000	0	96,667	96,667	100,000	0	0	0	100,000	
Corporate Asset Management Plan	G	518,113	706,127	0	0	0	1,224,240	151,516	293,224	444,740	128,707	59,329	171,450	864,754	1,224,240	
Flax Bourton Mortuary	A	218,522	0	0	0	0	218,522	-1,049	219,571	218,522	0	0	218,522	0	218,522	
Leisure Asset Management Plan	A	1,140,740	700,000	0	0	0	1,840,740	304,979	83,616	388,595	1,758,484	57,193	25,063	0	1,840,739	
Accommodation Strategy	G	149,000	1,718,000	133,000	0	0	2,000,000	91,563	8,386	99,949	2,000,000	0	0	0	2,000,000	
Development Strategy	G	0	0	1,000,000	0	0	1,000,000	-1	0	-1	1,000,000	0	0	0	1,000,000	
Commercial Investment Fund - Sovereign Centre		0	5,000,000	0	0	5,000,000	10,000,000	0	0	0	10,000,000	0	0	0	10,000,000	
Decarbonisation of heat (boilers)		0	1,000,000	0	0	0	1,000,000	0	0	0	0	1,000,000	0	0	1,000,000	
Energy efficiency buildings	G	865,669	0	0	0	0	865,669	1,860	0	0	865,669	0	0	0	865,669	
Rooftop solar pilot		100,000	0	0	0	0	100,000	0	0	0	100,000	0	0	0	100,000	
		4,714,111	9,579,127	1,133,000	0	5,000,000	20,426,238	996,854	1,256,939	2,251,933	17,779,927	1,366,522	415,035	864,754	20,426,237	

MONITORING OF 2022/23 CAPITAL PROGRAMME								MONITORING TO 31 DEC 2022							
APPROVED GENERAL FUND CAPITAL SCHEMES	RAG rating	APPROVED BUDGET						MONITORING TO 31 DEC 2022			APPROVED FUNDING				
		2022/23 Estimated Spend	2023/24 Estimated Spend	2024/25 Estimated Spend	2025/26 Estimated Spend	2026/27 Estimated Spend	TOTAL APPROVED BUDGET	Actual Spend	Orders	TOTAL COSTS IN 2022/23	Borrowing	Grants & Contributions	Reserves & Revenue	Capital Receipts	TOTAL APPROVED FUNDING
		£	£	£	£	£	£	£	£	£	£	£	£	£	£
PLACE															
Clevedon Library	G	286,729	0	0	0	0	286,729	267,678	-41,041	226,637	34,331	252,398	0	0	286,729
Banksy Pinwheel	G	30,881	0	0	0	0	30,881	30,881	0	30,881	0	30,881	0	0	30,881
Shop Front Enhancement	G	150,000	54,994	0	0	0	204,994	114,000	8,757	122,757	0	204,994	0	0	204,994
Heritage Action Zone	G	550,000	186,883	0	0	0	736,883	296,922	83,051	379,973	0	736,883	0	0	736,883
Nailsea Library Relocation	G	775,545	0	0	0	0	775,545	53,442	6,477	59,919	745,000	30,545	0	0	775,545
Joint place-making initiatives - Birbeck Pier		500,000	0	0	0	0	500,000	0	0	0	0	500,000	0	0	500,000
Seafront Investments - (Lighting and Shelters)	G	822,070	0	0	0	0	822,070	296,515	21,853	318,368	657,070	45,000	120,000	0	822,070
Maintenance Schemes 2020/21	G	369,990	0	0	0	0	369,990	0	0	0	0	369,990	0	0	369,990
Pot Hole and Challenge Fund	G	143,067	0	0	0	0	143,067	0	0	0	0	143,067	0	0	143,067
Integrated Transport Schemes															
Public Transport Schemes	A	275,317	0	0	0	0	275,317	98,091	-4,588	93,503	0	275,317	0	0	275,317
Walking	A	216,579	0	0	0	0	216,579	77,627	11,681	89,308	0	216,579	0	0	216,579
Cycling Programme	A	132,059	0	0	0	0	132,059	3,394	990	4,384	0	132,059	0	0	132,059
Safety & Travel Plans	A	421,777	0	0	0	0	421,777	26,937	1,000	27,937	0	421,777	0	0	421,777
Other Schemes	A	321,429	0	0	0	0	321,429	156,288	3,915	160,203	0	321,429	0	0	321,429
Programme Management	A	6,742	0	0	0	0	6,742	0	0	0	0	6,742	0	0	6,742
Cross Cutting	A	653,119	0	0	0	0	653,119	143,272	0	143,272	0	653,119	0	0	653,119
Parking	A	70,000	0	0	0	0	70,000	0	0	0	0	70,000	0	0	70,000
COVID Grant - Walking & Cycling (EATF)	A	1,952,676	0	0	0	0	1,952,676	1,079,760	18,186	1,097,946	61,299	1,891,377	0	0	1,952,676
Maintenance Schemes															
Principal Roads	A	1,349,923	0	0	0	0	1,349,923	1,107,370	16,327	1,123,697	645,504	704,419	0	0	1,349,923
Non Principal Roads	A	1,728,317	0	0	0	0	1,728,317	424,534	22,629	447,163	896,465	831,852	0	0	1,728,317
Bridges & Structures	A	1,064,571	895,189	0	0	0	1,959,760	126,114	73,229	199,343	810,695	1,139,066	10,000	0	1,959,761
Street Lighting	A	330,973	0	0	0	0	330,973	197,655	0	197,655	80,973	250,000	0	0	330,973
Traffic Signals	A	198,326	0	0	0	0	198,326	7,671	43,823	51,494	115,126	83,200	0	0	198,326
Footways	A	452,296	35,000	0	0	0	487,296	118,892	0	118,892	46,238	441,058	0	0	487,296
Asset Officer	A	120,173	0	0	0	0	120,173	35,391	0	35,391	35,173	85,000	0	0	120,173
Drainage Schemes within LTP	A	1,818,021	51,000	0	0	0	1,869,021	362,846	5,016	367,862	24,659	1,844,362	0	0	1,869,021
Fencing	A	81,376	0	0	0	0	81,376	35,885	17,938	53,823	81,376	0	0	0	81,376
Road Restraint Programme	A	108,721	0	0	0	0	108,721	-9,579	0	-9,579	33,721	75,000	0	0	108,721
Other Highways & Street Lighting															
NSC Capital Unclassified Roads	G	1,817,706	399,000	0	0	0	2,216,706	468,041	0	468,041	778,127	1,438,579	0	0	2,216,706
Safe Routes to Schools		31,419	150,000	0	0	0	181,419	4,529	0	4,529	0	0	0	181,419	181,419
Wrighton Flood Relief Scheme	G	81,618	0	0	0	0	81,618	0	0	0	0	76,998	4,620	0	81,618
Summer Lane Flood Relief Scheme	G	126,777	240,000	0	0	0	366,777	-7,822	23,354	15,532	0	337,459	0	29,317	366,776
Street Lighting Lamp Column Replacement	G	244,996	0	0	0	0	244,996	-72,143	735	-71,408	244,996	0	0	0	244,996
Wintertoke Rd Bridge	A	2,434,828	9,256,267	0	0	0	11,691,095	242,581	80,075	322,656	0	11,691,095	0	0	11,691,095
A371 Safer Roads	G	45,000	0	0	0	0	45,000	12,872	20,752	33,624	0	45,000	0	0	45,000
Clevedon Sea Front Illuminations	G	19,903	0	0	0	0	19,903	0	0	0	0	0	19,903	0	19,903
South Bristol Link - Part 1 Claims	G	606,893	284,892	335,557	0	0	1,227,342	39,781	16,421	30,104	0	891,785	335,557	0	1,227,342

MONITORING OF 2022/23 CAPITAL PROGRAMME								MONITORING TO 31 DEC 2022							
APPROVED GENERAL FUND CAPITAL SCHEMES	RAG rating	APPROVED BUDGET						MONITORING TO 31 DEC 2022			APPROVED FUNDING				
		2022/23 Estimated Spend	2023/24 Estimated Spend	2024/25 Estimated Spend	2025/26 Estimated Spend	2026/27 Estimated Spend	TOTAL APPROVED BUDGET	Actual Spend	Orders	TOTAL COSTS IN 2022/23	Borrowing	Grants & Contributions	Reserves & Revenue	Capital Receipts	TOTAL APPROVED FUNDING
		£	£	£	£	£	£	£	£	£	£	£	£	£	£
PLACE															
Metro West subtotal	A	2,721,000	42,112,000	26,756,000	50,393,719	0	121,982,719	553,344	973,323	1,526,666	59,531,000	58,095,000	0	4,356,719	121,982,719
North South Link	G	626,871	0	0	0	0	626,871	119,109	127,632	246,741	0	626,871	0	0	626,871
Land at Parklands Village	G	889,238	0	0	0	0	889,238	7,245	66,405	73,650	0	889,238	0	0	889,238
Strawberry Line - Lighting Shute Shelf	G	30,748	0	0	0	0	30,748	0	30,748	30,748	0	30,748	0	0	30,748
Utilities at Parklands Village	A	674,917	0	0	0	0	674,917	738,880	95,236	834,116	0	674,917	0	0	674,917
Office for Low Emission Vehicles (OLEV)	G	359,074	0	0	0	0	359,074	35,695	92,931	128,626	0	359,074	0	0	359,074
HIF - Banwell Bypass & Infrastructure	R	4,385,522	30,477,410	25,348,847	0	0	60,211,779	3,226,340	453,941	3,680,281	0	60,211,778	0	0	60,211,778
LGF4 (Old LSTF) 2018/19 - sustainable transp	G	156,778	0	0	0	0	156,778	-356	9,000	8,644	84,994	71,784	0	0	156,778
Weston to Clevedon Cycleway (Tutshill Sluice)	A	2,376,661	0	0	0	0	2,376,661	1,990,164	284,552	2,274,716	125,479	2,251,181	0	0	2,376,660
Metrobus Contingency/ AVTM	A	700,000	0	0	0	0	700,000	-510,610	0	-510,610	700,000	0	0	0	700,000
J19 Wyndham Way		0	0	0	0	0	0	264	0	264	0	0	0	0	0
HTST Ravenwood School Parking		250,000	0	0	0	0	250,000	0	0	0	0	250,000	0	0	250,000
Weston Transport Enhancement Scheme	G	501,776	0	0	0	0	501,776	358,843	6,949	365,792	0	8,740	0	493,036	501,776
Bus Service Improvement Plan	G	1,805,000	24,358,000	21,820,000	0	0	47,983,000	228,984	217,821	446,805	0	47,983,000	0	0	47,983,000
J21 Northbound Slip	G	0	2,686,561	0	0	0	2,686,561	0	0	0	0	2,686,559	0	0	2,686,559
Major Road Network (A38)	A	442,186	535,703	1,148,000	0	0	2,125,889	140,788	25,377	166,165	236,324	1,889,564	0	0	2,125,888
Avonmouth Bridge Wayfinding	A	101,241	0	0	0	0	101,241	103,840	2,568	106,408	0	101,241	0	0	101,241
Low Emission Vehicle Provision - Match (gran	G	0	45,000	0	0	0	45,000	0	0	0	45,000	0	0	0	45,000
Beach Recycling Weston Bay	G	3,050	0	0	0	0	3,050	0	0	0	0	0	3,050	0	3,050
England Coast Path	G	228,074	0	0	0	0	228,074	-5,251	40,635	35,384	0	228,074	0	0	228,074
Parks & Street Scene - vehicles & equipment	A	29,570	0	0	0	0	29,570	29,570	0	29,570	29,571	0	0	0	29,571
Weston Marine Lake - Dredging	G	355,994	0	0	0	0	355,994	278,648	72,639	351,287	355,994	0	0	0	355,994
Portishead Lakegrounds	G	100,000	150,000	0	0	0	250,000	0	0	0	250,000	0	0	0	250,000
Clevedon Marine Lake	G	136,000	0	0	0	0	136,000	30,012	0	30,012	136,000	0	0	0	136,000
Clapton Lane Pitches	G	12,333	0	0	0	0	12,333	16,612	0	16,612	0	12,333	0	0	12,333
PROW - Gate	A	59,718	0	0	0	0	59,718	64,792	0	64,792	0	0	59,718	0	59,718
Play Areas - replacement and upgrade progra	G	290,000	0	0	0	0	290,000	0	270,776	270,776	290,000	0	0	0	290,000
Play Areas - Local Match Funding - Skate Park	G	285,000	0	0	0	0	285,000	13,959	42,999	56,958	260,000	0	25,000	0	285,000
Purchase of Land to support biodiversity net gain		0	300,000	0	0	0	300,000	0	0	0	300,000	0	0	0	300,000
SuperPond	G	150,000	0	0	0	0	150,000	0	0	0	150,000	0	0	0	150,000
Sea Defences	G	400,000	0	0	0	0	400,000	102,928	4,463	107,391	400,000	0	0	0	400,000
Parking Schemes	G	35,716	0	0	0	0	35,716	0	0	0	35,716	0	0	0	35,716
Leigh Woods - Car Parking	G	45,000	0	0	0	0	45,000	39,803	12,572	52,375	0	45,000	0	0	45,000
Parking Review	G	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Purchase of Vehicles - Place	G	148,498	45,778	45,778	0	0	240,054	7,500	0	7,500	-36,423	0	62,695	213,781	240,053
Waste Depot		0	1,705,000	0	0	0	1,705,000	14	0	14	1,705,000	0	0	0	1,705,000
Waste & Recycling - vehicles and electric vehi	G	1,953,000	1,250,000	0	0	0	3,203,000	560,500	0	560,500	3,203,000	0	0	0	3,203,000
HWRC - Investment Programme	G	350,000	0	0	0	0	350,000	17,723	35,478	53,201	350,000	0	0	0	350,000
The Foodworks SW - Contract Retentions	G	484,964	0	0	0	0	484,964	2,277	1,000	3,277	0	484,964	0	0	484,964
Locking Parklands Health Centre	A	3,513,654	0	0	0	0	3,513,654	2,505,329	107,019	2,612,348	0	3,513,654	0	0	3,513,654
CDS - Connecting Devon & Somerset		0	200,000	0	0	0	200,000	0	0	0	0	100,000	100,000	0	200,000
Weston General Stores	A	702,617	0	0	0	0	702,617	599,615	58,306	657,921	378,265	0	324,352	0	702,617
Land Release Fund - Churchill Avenue, Cleve	A	350,000	0	0	0	0	350,000	0	0	0	0	350,000	0	0	350,000
Land Release Fund - Uplands, Nailsea	G	481,020	0	0	0	0	481,020	0	0	0	0	481,020	0	0	481,020
Brownfield Release Sites - Walliscote Place	A	1,075,000	0	0	0	0	1,075,000	47,734	8,707	56,441	0	1,075,000	0	0	1,075,000
Tropicana, Magistrates and Wayfinding	G	200,000	2,000,000	400,000	0	0	2,600,000	100,356	920	101,276	2,600,000	0	0	0	2,600,000
Weston Business Quarter		750,000	0	0	0	0	750,000	0	0	0	0	750,000	0	0	750,000
		48,500,037	117,418,677	75,854,182	50,393,719	0	292,166,615	17,144,075	3,472,577	20,590,553	76,420,673	209,406,772	1,064,895	5,274,272	292,166,612

Changes to the Capital Programme in 2022/23

Appendix 2 details changes to the approved capital programme reflecting re-phasing of capital works, increased grant funding and other decisions recommended for approval by the Capital Programme: Planning and Delivery Board or the Section 151 Officer. These changes require formal approval through this report as part of the usual governance process.

	2022/23 Capital Programme Budget £000	2023/24 Capital Prog Budget £000	2024/25 Capital Prog Budget £000	2026/27 Capital Prog Budget £000	Total Capital Prog Budget £000
ORIGINAL APPROVED CAPITAL EXPENDITURE BUDGETS	94,798	99,181	17,978	0	211,957
Adj P10 - P12	2,273	0	0	0	2,273
Budget as per P12 Out-turn	97,071	99,181	17,978	0	214,230
Planned Additions to the capital Programme - Exec, Feb 2022	38,722	0	0	0	38,722
Slippage of approved budgets from 2021/22	48,582	0	0	0	48,582
TOTAL ORIGINAL CAPITAL BUDGETS	184,374	99,181	17,978	0	301,533
AMENDMENTS TO THE PROGRAMME IN-YEAR:					
Months 1-5 - Previously approved	(14,939)	13,969	35,349	5,000	39,378
Month 6-8 - Previously approved					
Additions - Kia E-Niro - (DP233)	36	0	0	0	36
Additions - Golden Valley Primary School - (CY56)	224	0	0	0	224
Additions - BSIP (DP247)	200	0	0	0	200
Rephase - Low Emission Vehicle Provision	(45)	45	0	0	0
Rephase - Purchase of Land to support biodiversity net gain	(300)	300	0	0	0
Rephase - Digital documentation of Decisions taken	(50)	50	0	0	0
Rephase - GIS / Mapping system projects	(105)	105	0	0	0
Rephase - Ravenswood replacement de-mountable building	(150)	150	0	0	0
Rephase - Portishead Lakegrounds	(150)	150	0	0	0
Rephase - Development Strategy	(1,000)	1,000	0	0	0
Rephase - Waste Depot	(500)	500	0	0	0
Rephase - Tropicana & Magistrates	(400)	0	400	0	0
Rephase - ICT - Security Tools	(50)	50	0	0	0
Rephase - ICT - Windows 11 upgrade project	(50)	50	0	0	0
Rephase - ICT - Customer Services	(50)	50	0	0	0
Rephase - ICT - ContrOCC	(150)	150	0	0	0
Rephase - Accommodation	(1,851)	1,718	133	0	0
Rephase - Banwell Monitor of party Wall	(500)	0	500	0	0
Rephase - J21 northbound Slip	(527)	527	0	0	0
Rephase - Highways Maintenance Schemes	(1,098)	1,098	0	0	0
Rephase - Waste & Recycling - vehicles and electric top-up	(1,250)	1,250	0	0	0
Rephase - A38 MRN	(567)	(581)	1,148	0	0
Rephase - SBL Part 1 Claims	(620)	285	336	0	(0)
Rephase - Leisure Asset Management (HM Air Handling & Roof)	(700)	700	0	0	0
Rephase - Asset Management Plans	(806)	806	0	0	0
Rephase - Parks & Streetscene - Vehicles & Equipment	6	(6)	0	0	0
Savings - Parks & Streetscene - Vehicles & Equipment	0	(812)	0	0	(812)
Savings - Parking Review	0	(250)	0	0	(250)
Savings - Placemaking District Wide	(125)	0	0	0	(125)
Additions - Safer Streets Van (DP289)	63	0	0	0	63
Additions - Lighting Shute Shelf Tunnel (DP275)	31	0	0	0	31
Rephase - Shop Front Enhancement	100	(100)	0	0	0
Rephase - Summer Lane Flood Relief Scheme	(240)	240	0	0	0
Rephase - Waste Depot	(205)	205	0	0	0
Rephase - Development Strategy	0	(1,000)	1,000	0	0
Savings - Kewstoke Primary	(60)	0	0	0	(60)
Savings - Golden Valley - H&S/Fire Break	(60)	0	0	0	(60)
Savings - Churchill - H&S / Fire Break	(60)	0	0	0	(60)
Savings - St Andrews - H&S/Fire Break	(100)	0	0	0	(100)
Savings - ASD Hubs	(300)	0	0	0	(300)
Savings - SEN Hubs	(250)	(800)	0	0	(1,050)

	2022/23 Capital Programme Budget £000	2023/24 Capital Prog Budget £000	2024/25 Capital Prog Budget £000	2026/27 Capital Prog Budget £000	Total Capital Prog Budget £000
AMENDMENTS TO THE PROGRAMME IN-YEAR (CONTD):					
Realignment - Mendip Green demountable - Scheme complete	(1)	0	0	0	(1)
Realignment - Leigh Woods - Scheme complete	(15)	0	0	0	(15)
Realignment - A370 Yanley Viaduct - Scheme complete	(25)	0	0	0	(25)
Realignment - VMS Barriers - Scheme complete	(2)	0	0	0	(2)
Realignment - Boardwalk Portishead - Scheme complete	(1)	0	0	0	(1)
Realignment - Real Time Information - Scheme complete	(5)	0	0	0	(5)
Realignment - Festival Way - Scheme complete	(8)	0	0	0	(8)
Realignment - Ecargo Bikes - Scheme complete	(26)	0	0	0	(26)
Additions - Footbridges Lovers Walk (DP307)	100	0	0	0	100
Additions - Footbridges Lovers Walk (DP307)	10	0	0	0	10
Additions - Beach Lawns - Managing vehicular access (DP312)	100	0	0	0	100
Additions - Clevedon Library UKSPF funding (DP202)	31	0	0	0	31
Rephase - Safe Routes to School - Churchill (KDH303)	(150)	150	0	0	0
Rephase - Corporate Asset Management Plan	100	(100)	0	0	0
Rephase - Metro West DfT funding to new cost codes	(14,807)	14,807	0	0	0
Realignment - Campus Gym - Project no longer being delivered	0	(184)	0	0	(184)
Month 9					
Addition - Bus Service Improvement Plan (BSIP)	1,405	24,358	21,820	0	47,583
Addition - Property & Asset Management Asset Management Software	118	0	0	0	118
Addition - Footbridges Loverswalk Clevedon	20	0	0	0	20
Realignment - MetroWest Rail	(38,267)	(45,308)	2,805	30,376	0
Realignment - South Bristol Link	322	0	0	0	322
Realignment - Churchill Leisure Centre - Project under review	(1,500)	0	0	0	(1,500)
REVISED 2022/23 CAPITAL PROGRAMME	105,173	112,753	81,468	35,376	385,164

New Approvals from 2023/24 – 2027/28

Sections 3 and 4 of the main body of the report provide an overview of the planned new investments for 2023/24-2027/28 and this appendix provides further details of the schemes and projects being recommended for inclusion within the draft programme for next year.

The sections below align to the council's key investment themes and detailed projects within each area can either be linked to existing areas of spending, a new one-off project or part of an annual programme of investment.

2.1. Children and young people

Investment proposals included below show that the council takes planning for the children and young people within our community seriously and has identified their needs as one of our key priorities, both for today and into the future.

	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000
Children & young people						
Investment to deliver additional school places - various sites and locations	6,769	0	0	0	0	6,769
Provision for Special Educational Mental Health and Special Educational Needs places, through Nurture Groups, expansion, enhancements & adjustments	2,714	0	0	0	0	2,714
Clevedon Secondary School Expansion (includes external funding)	2,865	2,500	0	0	0	5,365
Replacement VLC Site(s) in Weston (Ashcroft and Milton)	1,000	5,000	2,000	0	0	8,000
Maintenance Programme for schools sites	309	5	5	0	0	319
Investment and improvements for Play Areas owned by North Somerset	150	150	150	150	0	600
Haywood Village Primary - Green Agenda Planning (Developer provided school)	0	500	0	0	0	500
Yatton Secondary new site/expansion	0	5,000	0	0	0	5,000
TOTAL - Children & Young People	13,807	13,155	2,155	150	0	29,267
Grants and Contributions	12,632	4,500	0	0	0	17,132
Unsupported Borrowing	1,175	8,655	2,155	150	0	12,135
TOTAL - New investment plans	13,807	13,155	2,155	150	0	29,267

The proposals aim to address several issues within the 'school' environment, such as repairs and enhancements to learning facilities, the expansion of sites to accommodate the growing numbers of young people and the creation of local hubs for those who require additional support because of special or mental health needs, all of which will help contribute towards their educational experiences and support better outcomes in the future. Some of these plans are immediate and spending will start next year, whereas other projects reflect the need for investment over longer periods.

Continued investment is also planned areas within the community that children and young people regularly use and enjoy, such as parks and play areas. The council will continue to improve and enhance the current facilities that it owns by moving into the second year of its rolling programme of investment. Initial investment of £300k was included within the current capital programme to upgrade the council owned sites, along with a scheme to provide

£250k of match funding to support improvements in facilities that are not owned by the council; this proved an extremely popular and successful initiative.

It is recognised that investing to provide better access for children to play and encouraging these outdoor activities also supports the council’s vision within the health and well-being strategy.

2.2. Delivering better basic services

Whilst the council has the responsibility to provide a range of core services to the residents and businesses who live and work within North Somerset, it also wants to ensure that the assets linked to these services are fit for purpose, maintained, and aligned to the needs of the community who use them.

	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000
Delivering better basic services						
Maintenance programme for highways network	8,491	5,991	0	0	0	14,482
A38 Improvements, including active travel and public transport investments	20,479	1,435	522	0	0	22,436
Investment in Car Parks	200	200	0	0	0	400
Continuation of the Public Rights of Way Programme	100	100	100	100	0	400
Recycling service	0	9,172	306	426	0	9,904
Provision of a new Waste Depot	0	4,688	2,132	0	0	6,820
Disabled Facilities Grants to residents (Estimate)	2,361	0	0	0	0	2,361
TOTAL - Delivering better basic services	31,631	21,586	3,060	526	0	56,803
Grants and Contributions	28,831	5,991	0	0	0	34,822
Unsupported Borrowing	2,800	15,595	3,060	526	0	21,981
TOTAL - New investment plans	31,631	21,586	3,060	526	0	56,803

One of the council’s largest ‘assets’ is its highways and infrastructure network which provides many ways to move around the area and connect to the surrounding regions. Whether residents, businesses or visitors use the highways network in vehicle or on a bicycle, the council recognises that it is essential that these assets are maintained at safe levels and so further investment is planned which will stop deterioration and maintain a steady state.

The A38 is a significant transport route which runs through North Somerset and a joint initiative with Somerset County Council is currently being proposed which will deliver a range of improvements covering at least ten locations between Barrow Tanks and Junction 22 of the M5 motorway at Edithmead, six of which are within North Somerset. The scheme, which will provide improvements to the existing highway, carriage-way widening, and include active travel improvements, contributes towards several of the council’s Corporate Plan priorities and so will benefit many residents and businesses. The values presented within this report continue to be updated as the project develops; they will include the total projected costs of the scheme and although the council will only be expected to provide a local contribution of 15%. It is anticipated that approximately 85% of the funding will be provided by the Department for Transport, subject to the submission of business cases and relevant approvals, which makes this an attractive investment for local people.

Significant investment has been included to provide a new waste depot so that the council can manage the household waste and recycling services in a safe and maintained space.

Waste services are an essential part of daily life, and it is hoped that the new depot will also provide facilities to sort, bail and store recyclable materials and be a storage location for the council’s fleet of waste vehicles.

2.3. Investing in our communities

The council recognises through its place-making strategy that it is important for residents to have access to local amenities, services, networks and facilities to become thriving and successful communities and so has prioritised investment in communities as a key theme within its capital strategy.

	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000
Investing in our communities						
Levelling Up Round 2 - Tropicana, Birnbeck Pier, Marine Lake, High Street vacant units and Wayfinding	10,000	9,980	0	0	0	19,980
Community facilities - Hutton Moor Leisure Centre	970	0	0	0	0	970
Development programme in key sites across North Somerset	0	3,000	0	0	0	3,000
TOTAL - Investing in our communities	10,970	12,980	0	0	0	23,950
Grants and Contributions	10,000	9,980	0	0	0	19,980
Unsupported Borrowing	970	3,000	0	0	0	3,970
TOTAL - New investment plans	10,970	12,980	0	0	0	23,950

The council already provides a range of ‘built’ facilities within communities such as schools, childrens centres, leisure centres, libraries, community halls as well as other amenities used by the public such as seafronts, public open spaces, cycle routes and public rights of way, many of which need investment to maintain, enhance or adapt the assets being used. Examples of this are included within the proposed spending plans for next year.

The council also plans to invest further sums in new projects which build on the place-making ambitions for our communities and spending proposals shown above include examples of investment which are likely to transform areas.

The largest element of of the programme will be focused on Weston following the successful outcome of the councils’ bid to the governments’ Levelling Up Fund, which provides £20m to help reinvent iconic heritage buildings, support local businesses, create new jobs, and deliver a year-round experience-led economy for the future. This will be achieved by making investments in the town centre and seafront, transforming the culture, leisure and retail experience for residents, business, and visitors. Further details are provided throughout the report.

2.4. Tackling the climate emergency

Since the council has announced a climate, it has been developing and progressing an action plan to show the changes that need to be made to achieve the required outcomes. However as noted in Section of the report, other investments are being made which have climate and environmental considerations incorporated into them.

APPENDIX 3

	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000
Tackling the climate emergency						
Annual programme to rebuild and enhance sea defences in Clevedon and Weston	400	400	400	400	0	1,600
Natural Flood Management at various Coombe locations	40	40	40	40	0	160
Eco Bus (library outreach vehicle (mobile library replacement)	0	175	0	0	0	175
TOTAL - Tackling the climate emergency	440	615	440	440	0	1,935
Grants and Contributions						0
Unsupported Borrowing	440	615	440	440	0	1,935
TOTAL - New investment plans	440	615	440	440	0	1,935

2.5. Other investments, including statutory responsibilities

	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000
Other Investments, statutory functions						
Investment in ICT - technology upgrades to systems and networks	1,541	1,776	516	666	100	4,599
Corporate Asset Management - to include urgent maintenance & ICT	3,500	1,000	5,000	5,000	2,000	16,500
Sheltered Leasehold Property Re-purchases	0	0	1,500	1,500	1,500	4,500
TOTAL - Other Investments, statutory functions	5,041	2,776	7,016	7,166	3,600	25,599
Grants and Contributions	1,000	0	0	0	0	1,000
Unsupported Borrowing	4,041	2,776	5,516	5,666	2,100	20,099
Capital Receipts	0	0	1,500	1,500	1,500	4,500
TOTAL - New investment plans	5,041	2,776	7,016	7,166	3,600	25,599

Whilst planned investments in these areas may not have a direct and tangible impact on communities it is anticipated that residents will feel and understand the benefits that they will bring, for example, by investing in technology means that services can become more efficient and deliver outcomes more effectively and sometimes at less cost than before, which means that savings can potentially be realised and seen within the annual revenue budget.

Weston Placemaking grant funding and investments

A specific appendix has been drafted to pull together the key components of the council's place-making investment programme, progress of which is predicated on the successful outcome of grant funding applications.

The paper therefor summarises the funding applications that have been submitted together with the next steps that will need to be undertaken over the next few months if successful.

1. Funding applications

NSC has applied for the following grant funding from government:

(i) Levelling Up Round 2:

A total of £19,979,570 to fund a package of placemaking measures for Weston-super-Mare, centred on the themes of:

- Boosting the visitor economy by investing in much-loved but deteriorating heritage assets to create national visitor attractions and creative hubs.
- Reinventing and diversifying Weston town centre, supporting the creative economy, independent retailers and food & drink innovators.
- Delivering wayfinding and quick win public realm improvements to increase footfall and spend and boost local pride in the quality of our environment

Investments would be focused on:

- Repairs & improvements to the Tropicana, particularly focusing on the outside arena area.
- Supporting the restoration of Birnbeck Pier and its buildings.
- Completing the restoration of Marine Lake.
- Refurbishing and re-purposing vacant high street units owned by the council.
- Wayfinding and public realm improvements, including improvements to Grove Park.

The council has been advised that the funding bid was successful, which means that it will be required to provide £2.4m match-funding towards the projects, bringing the programme total to £23m. These sums have been included within Section 4.2 of the report and will be included as part of the councils' approved spending plans from 2023/24.

The original bid requirement was that expenditure must commence in 2022/23 and be completed by 31 March 2025 although given the delays in the process by the government so far, it is hoped that spending profiles will be revisited, in the early years at least. The spend profile associated with the original bid process are noted below, although they will be confirmed when the final grant conditions are received.

2022/23	£2.36m
2023/24	£10.27m
2024/25	£10.39m

However, it is unlikely that the government will change the completion date of 31 March 2025 and so the council will need to ensure that it has plans in place to proceed within

commissioning and procurement decisions as soon as possible. As a result an outline commissioning plan is provided in Section 3 below and a recommendation (1 c) has been included within the main body of the report to delegate approval to the Section 151 Officer to avoid unnecessary delays.

(ii) Cultural Development Fund:

A bid has been made to obtain £3,813,960 of capital funding, plus £700,000 of revenue funding has been made to the government, with the objective of securing a financially sustainable future for key cultural and heritage assets.

Capital proposals are:

- Repairs & improvements to the Tropicana, particularly focusing on the internal areas and increasing flexibility, efficiency and ease of use for operators and end users.
- The creation of a small-scale pavilion-type space for events and activities at Birnbeck Pier, which would generate income to help with future maintenance.

Revenue funding would be used to fund activities during the construction period to generate interest in the facilities; skills and employment initiatives linked to creative industries and heritage construction; and to provide revenue support for operations in the early period after works are complete.

If the funding bid is successful, the council will be required to provide £800k match-funding towards the projects, bringing the programme total to £5,313,960 (including the revenue element).

A decision on the bid is expected in March 2023 and expenditure would take place from 1 April 2023 – 31 March 2026. The expected spending profile is as below:

FUNDING	2023/24	2024/25	2025/26	TOTAL
Council match funding	118,082	272,767	409,151	800,000
CDF Funding (Capital)	178,448	2,384,624	1,250,888	3,813,960
CDF Funding (Revenue)	140,000	280,000	280,000	700,000
Total funding	436,530	2,937,391	1,940,039	5,313,960

2. Project delivery and Commissioning Plan

Decisions by government in January and March require a rapid response including entering into funding agreements and commissioning of works to meet the timelines for expenditure.

The bids submitted included information on the expected routes to procurement, forming the basis of these Commissioning Plan proposals. These were informed by in-house knowledge and recent engagement with the market for similar works in Weston, however further engagement with the market will take place prior to the confirmation of Procurement Plans.

Given the mixture of generalist and specialist requirements within the projects, it is anticipated that each of the main elements will be procured separately. Opportunities for combined contracts will be explored, however such opportunities are thought likely to be relatively limited.

Whilst this entails additional officer work in procuring different contractors, it has the advantage of enabling the council to more effectively manage the programme of works, so that 'quick win' lower cost or initial phase projects can move forward in advance of the more complex schemes.

Given the specialist nature of some of the works (i.e. heritage, marine environment) it is expected that a large proportion of procurement activity will be carried out via open tendering rather than through frameworks. Pre-tender supplier engagement will be critical to ensure bidders understand the Council's expectations and the nature of the work required. Where possible, contracts will be packaged to encourage smaller & local contractors to deliver works. Advice will be sought from partners including Historic England and the Arts Council to identify the most suitable suppliers for specialist work.

Potential routes to market to procure our requirements include:

- Established NSC frameworks and Dynamic Purchasing Systems (DPS) for Minor Works.
- Established government frameworks, e.g. CCS Construction Works and Associated Services, NEPO Civil Engineering and Infrastructure Framework.
- Other available construction frameworks such as Scape and Hampshire CC Gen 4.
- Open tendering.

More detailed procurement routes for this programme will be set out in the Procurement Plan and will be dependent on the individual projects and feedback from the pre-tender market engagement. However expectations as to routes to market are as set out in the table below:

Activity	Proposed procurement approach	Procurement considerations
Design services	Design and other professional services can be provided from a range of frameworks, e.g. WECA Professional Services or ESPO.	Some design services may need to be procured via open tender where the necessary specialist expertise (e.g. heritage, marine environment) is not held with frameworks.
Other professional services (e.g. surveys, engineering, etc)	Market engagement will be held to identify where frameworks can be used to provide robust standard services, and where specialist services need to be procured separately.	

<p>Construction works</p>	<p>Works will be packaged into the following:</p> <ul style="list-style-type: none"> ➤ Standard construction works - provided by a combination of works contractors under frameworks and smaller, local contractors. ➤ Specialist works: to be procured via open tender, following engagement with partners to secure the best value and most appropriate option. 	<p>Specific elements of works are likely to be provided by a specialist contractor (e.g. heritage / marine) and we may use contracting options that are available to partners with more experience in this area.</p> <p>The Dynamic Purchasing System established for Weston shopfront improvements is likely to be suitable for the work on high street units.</p> <p>Elements of wayfinding work can be provided by our Highways Term Maintenance and Grounds Maintenance contractors.</p> <p>Interior works are most likely to be low-risk, and could be the most suitable for smaller local contractors. In some cases these may be subcontracted via the main works contractor, with the requirement that they will tender this competitively and be able to demonstrate value for money.</p>
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All procurements will be evaluated on the basis of Quality vs Cost (i.e. Value for Money), with a required weighting of 10% for Social Value.

The weight allocated to Quality and Cost may vary depending on the type of service provided, with Quality weighted between 60 - 80% quality and Cost weighted between 10 – 30% (taking account of the 10% already allocated to Social Value). The higher quality ratings are likely to be required for procurements such as design services and sensitive construction elements. Lower quality ratings may apply for more routine activity such as electrical works, however a reasonably strong quality element will remain to be required in the light of factors such as responding to the marine and heritage environments and the importance of delivering a high quality, robust product and finish.

Delivery of the projects will be led by the Council’s Major Projects Team, supported by NSC’s dedicated Procurement Team and with the Weston Placemaking Team acting as lead Client alongside Seafront and Open Space teams. Governance has been established including project officer groups and a senior level officer board reporting into the Asset Strategy Steering Group and Capital Board. Executive and Local Members will be kept informed on updates and decisions.

Decisions and authorisations:

To enable projects to progress in line with likely government requirements for expenditure, the following authorities are requested:

- To delegate authority to the Council's Section 151 Officer, in consultation with Executive Members, to accept the offer(s) of funding and to enter into associated funding and legal agreements.
- To approve match-funding of grant from the Council's Capital Programme, up to a maximum of £2.4m – this has been reflected within the Strategy summarised in Section 4.2
- To approve the Commissioning Plan for the procurement of programme delivery as set out above.
- For the period from 30 March – 31 May 2023, to delegate authority to the Council's Section 151 Officer to approve Procurement Plans of a value of up to £5m per plan where required to ensure delivery of the programme to meet funding timescales.

CAPITAL STRATEGY & ASSET REQUIREMENTS

1. General principles for capital planning

Definition: capital expenditure is where the Council spends money on assets, such as property or vehicles, that will be used for more than one year. This includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 are not capitalised and are charged to revenue in year.

There are some general strategic principles underlying capital planning for all services which are to:

- Integrate capital planning into the council's overall strategic planning, both in general and as part of the Corporate Plan and Budget and the Long-Term Financial Plan
- Maximise external funding and supplement this with the council's own resources where appropriate, especially where external funding supports the council's priorities
- Procure the use of capital assets where this is affordable and delivers best value for money to the council, including a robust process for the appraisal and approval of capital projects and programmes
- Work with partners, including the community, businesses, and other parts of the public and voluntary sector, whilst retaining clear lines of accountability and responsibility.
- Relate capital resources and expenditure planning to asset planning.

2. Strategic capital priorities

The council's vision and priorities continue to shape where capital investment needs to be delivered and these are defined within the Corporate Plan, which was updated in February 2020, and is focused around three themes:

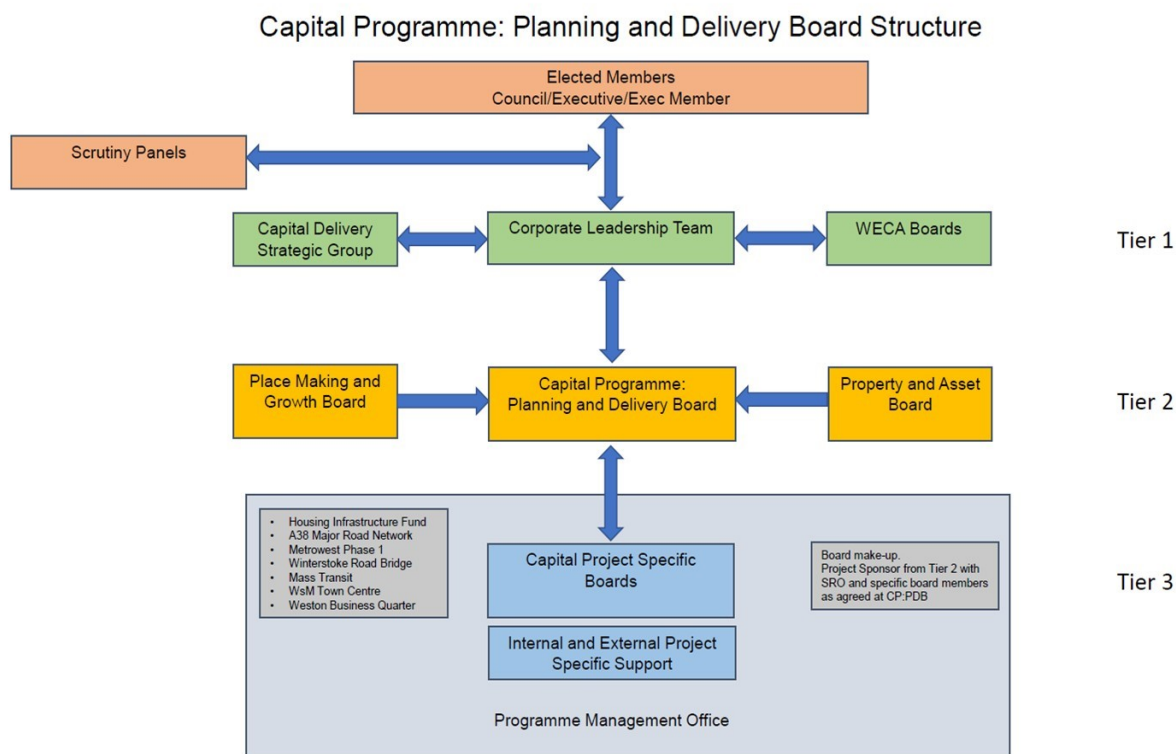
- **Open** – We will provide strong community leadership and work transparently with our residents, businesses, and partners to deliver our ambition for North Somerset.
- **Fair** – We aim to reduce inequalities and promote fairness and opportunity for everyone.
- **Green**- We will lead our communities to protect and enhance our environment, tackle the climate emergency, and drive sustainable development.

3. Governance

Capital investment decisions are made in accordance with the council's financial regulations which are contained within the Constitution. These regulations set out the governance of budget setting, budget monitoring, financial administration, and financial controls, as well as the procedure for approving capital expenditure.

Governance surrounding capital strategy and delivery continues to be developed and refined to ensure that it stays relevant to changes which may occur within the organisation.

The governance framework in respect of capital delivery and programme management was updated in 2022 and continues to be embedded across the organisation, the chart below shows the latest position which aims to strengthen and improve communication and reporting, and thereby reduce risks.



3.1 Capital Programme: Planning and Delivery Board

This officer board ensures quality, consistency of approach and co-ordination across the Capital Programme as part of the Council’s Capital Strategy. It also oversees the operational, risk and financial performance of capital projects which align to the organisation’s intended outcomes and make recommendations to decision makers. Bringing together programme planning, monitoring and delivery in to one place with a wide range of stakeholders to consider effective investment proposals.

Each directorate has nominated representatives on the board which is currently chaired by the Director of Corporate Services and Section 151 Officer. The board is responsible for making recommendations to decision makers.

3.2 Capital Programme Approvals

The approval of spend for inclusion within the capital programme is outlined within the councils’ financial regulations as follows:

- Greater than £5m – Council
- Greater than £1m and less than £5m – The Executive
- Greater than £0.5m and less than £1m – Director, S151 and Executive Member
- Less than £0.5m - Director and S151 approval

All proposals will be considered by the Capital Programme: Planning and Delivery Board prior to any decision.

3.3 Council and the Executive

Council and the Executive are the key democratic decision-making bodies nominated within the Council's constitution. The Council approves the key policy documents and the capital programme as part of the Council's Policy and Budgetary Framework. The Executive recommends priorities, policy direction and the capital programme to the Council for approval. The Executive also approves new inclusions to the capital programme in line with the scheme of delegation and the financial regulations.

4. **Service priorities**

Each service has developed their own strategy in line with the Corporate Plan which sets out service priorities over the next few years and identifies the services resource requirement, shaping the capital resources required in the capital programme to fund new assets and maintain existing ones. The individual capital strategies are therefore shaped by each service and set out in several key strategic documents.

4.1 Existing Assets

The suitability and condition of the council's existing assets to meet service requirements are reviewed through:

- **Strategic asset management planning** – the council has undertaken a strategic review of its entire asset base with a view to formulating a direction of travel for the future, determining which of the current assets should be held, maintained or listed as surplus and therefore for potential disposal. The outcomes of this review have been considered by the Asset Strategy Board who are developing a series of plans that will be integrated with the longer-term planning.

Some elements of this work have been delayed over the course of the past year as a result of the need to respond to operational issues; the two main ones being the recruitment of staff to vacant posts and responding to urgent health and safety issues within some of the councils' property base.

Workstreams include portfolio management, estate management, energy efficiency and regeneration strategy.

- **Highways asset management plan** – The Highways Asset Management Strategy sets out the process of asset management and the strategy for maintaining the Council's highways infrastructure. The document sets out the principles for investment in the major asset types including carriageways, street lighting and traffic management and highways structures.

For investment in the management of highway assets we take an asset management approach. This balances the need to repair life expired roads/ assets in poor condition with more preventive measures which extend the life of existing assets. We use surveys to provide information on the condition of assets and supplement this with data relating to road safety, traffic volumes, community facilities, customer

complaints etc to help determine the final priority of resources. We complete an annual self-assessment for the Department for Transport which checks our approach against 22 criteria. Our most recent assessment showed that we were a level 3 authority for asset management which is the highest level possible.

4.2 New Assets

- **Strategic Development** – funding to support delivery of the Council’s Development Strategy as approved by Council in February 2021 (see [Development strategy](#)) and further considered in November 2022 ([Development consultation](#)). The funding will be used to deliver high quality, sustainable development on council-owned land, specifically to support the delivery of NSC sites facing proven viability challenges, and/or to accelerate and increase the provision of affordable housing and higher sustainability standards. It is expected that this will include expenditure within the 2023/24 financial year.
- **Schools programme** – Education Provision in North Somerset ~ A Commissioning Strategy 2021 – 2025 is the latest policy base for local decisions in relation to school place planning and the school’s capital programme. The current document provides the strategic overview of how North Somerset Council, acting as the local ‘Children’s Champion’, and working in partnership with others, will secure sufficient suitable education and training to meet the reasonable needs of all children and young people in its area. The council works with its partners (schools, academies, health and care professionals) with the aim of securing sufficient places for children and young people resident in North Somerset.

Capital allocations come to the council from a range of sources including: Basic Need; Targeted Basic Need; S106 contributions, Community Infrastructure Levy (CIL) and Free School Bids. The Department for Education (DfE) may also allocate bespoke funding for priority areas as national priorities dictate. Whilst the Local Authority (LA) receives a Maintenance Allocation to cover urgent health and safety and condition needs of Community and Voluntary Controlled (VC) schools, and Voluntary Aided (VA) schools have been supported by the Locally Coordinated Voluntary Aided Programme (LCVAP), all schools have earmarked Devolved Capital paid to them to meet the improvement needs of their sites. Smaller academies/academy chains can bid for funds from the Academies Condition Improvement Fund whilst larger academy chains qualify for School Condition Allocations.

- **ICT replacement programme** – New software, ICT hardware and network infrastructure are routinely identified through the ICT replacement programme in collaboration with the council’s partnership with Agilisys. The programme is continually being refreshed to consider further investment in digital and transformation solutions which may deliver revenue budget savings, as well as any changes which may be required as a response to new ways of working
- **Better Care Fund** - An annual capital grant is received from Government to resource Disabled Facilities Grants (DFGs) and Social Care capital projects, as part of the Better Care Fund arrangements. DFGs fund adaptations to homes to support disabled people to live independently and their award is mandatory, subject to eligibility criteria being met. The resource requirements for DFGs is therefore demand led. Subject to the demand for DFGs a range of social care capital projects

could be supported through the Government grant, including investment in new supported housing, assistive technology and other aids and adaptations. The council's Housing with Support Strategy and Housing Strategy set out priorities for investing in new supported housing

- **Major projects** - Investment in major projects are drawn from the priorities identified in the Corporate Plan and Joint Local Transport Plan. These have been tested at a strategic level against plan objectives and for deliverability and an initial value for money assessment. In many cases, investment in major projects requires external funding bids and so the criteria for these also influences the order in which projects are bought forward. The largest projects, particularly those above £5m are assessed in detail for value for money, following criteria set by Government, and a cost benefit ratio (BCR) is calculated to measure the return on investment (Benefits/ costs). Government determines that a BCR above 2 provides "high" value for money and is typically used as the minimum threshold for which projects will be funded. For large projects costing less than £5m a BCR is also frequently generated but often using a cheaper and more proportionate methodology. All the major projects currently being promoted or delivered by the council have a BCR above 2.

5. Capital Strategy Action Plan

Our current action plan to support development and delivery of an affordable capital programme, which continues to be embedded across the organisation includes the following key components.

5.1 Financial planning and risk management

- Embed the decision-making pathways from the Strategic Asset Management Plan
- Establish feasibility budget, creating headroom for exploratory work including for Strategic Investment Funds
- Review out-turn performance against budgets and compare with market information to ensure that our contingencies are robust
- Specifically monitor and track inflationary provision within approved budgets to ensure that assumptions relating to cost estimates remain robust
- Develop detailed cash flows for projects so that borrowing requirements can be better profiled
- Introduce an optimism bias to mitigate against timing differences and slippage against the programme
- Use data and outputs from the Strategic Asset Management Plan to inform future maintenance requirements
- Use indices to consider delaying projects where market conditions may prevent delivery within budget and timescales

5.2 Governance/ decision making

- Simplification of our governance model at officer level to combine the Capital Projects Programme Board with the Infrastructure and Investment Board into a Capital Programme – Planning and Delivery Board
- Expand the remit of the new board beyond major projects to consider all capital
- Use our Programme Management Office to develop standard templates and reporting frameworks to support clarity and consistency

- Establish clear triggers for escalation of risk; including budget, timescale, deliverability and scope
- Update our reports for councillors to provide enhanced visibility of risks
- Establish a framework to assess the carbon impact of our schemes

6. Prudential Indicators

The Prudential Code was updated in 2021 following consultation with local authorities to improve the transparency of investment decisions. Changes to the Code include the requirement to produce a Capital Strategy which contains a reference to a series of **prudential indicators** which enable the reader to understand overall financial impact of capital investment decisions, with a focus on debt levels and how these will be repaid.

It should be noted that the Treasury Management Code of Practice also provides for the same reporting requirements meaning that there is an overlap in terms of the preparation and reporting of such prudential indicators.

To avoid confusion, and to ensure that all Treasury and Capital indicators use the same base data, we have reflected all the indicators within one of the core strategy reports, they are all contained within the Treasury Management Strategy report, considered elsewhere on the agenda for this same meeting. This is because the treasury report also requires local authorities to consider the impacts of capital planning on its treasury management strategy, as well as both borrowing and investment decisions.

Attention should therefore be drawn to the Prudential Indicators for capital expenditure, the capital financing requirement, revenue budget impacts of borrowing, as well as borrowing and investments thresholds and forecasts.

North Somerset Council

Report to the Executive

Date of Meeting: 8 February 2023

Subject of Report: 2023/24 Fees and Charges

Town or Parish: All

Officer/Member Presenting: Ashley Cartman, Executive Member for Corporate Services

Key Decision: YES

Reason: The proposed changes could affect communities living or working in an area comprising two or more wards in the area of the Local Authority, should they choose to use the services.

Recommendations

To approve the changes to fees and charges as detailed in appendix 1.

1. Summary of Report

In accordance with the Council's constitution, this report seeks approval for any proposed increases to fees and charges that are in excess of 10% or are estimated to generate additional annual revenue income of more than £300,000.

Changes to fees and charges outside these parameters are considered by individual Directors and Executive Members.

2. Policy

Fees and charges represent an important source of income, providing funding to assist in achieving the Council's objectives. Some of our fees and charges are effectively set by legislation, but many are locally determined.

Income derived from charging is used to offset the costs of providing the service being charged for, including support service costs. In recommending an appropriate level of fees and charges, managers also consider their client groups and corporate objectives.

The key principals and guidance in relation to the setting of fees and charges was approved by the Executive in February 2016 and are as follows:

Key Principles

Rationale for charging	<ul style="list-style-type: none"> • Charging should be used to increase efficiency in allocating public services, whilst also promoting fairness, encouraging responsible behaviour and enabling and protecting other services.
Ability to charge	<ul style="list-style-type: none"> • Charging is possible where: <ul style="list-style-type: none"> ○ there is a legal power (or lack of a legal barrier); ○ a charging scheme is cost-effective to operate; and ○ it is feasible to exclude non-payers from using services.
Service cost recovery	<ul style="list-style-type: none"> • The total cost of a service (defined as the level of activity at which a charge is made) should include all expenditure required to deliver the service, including all central overheads. There should be a single method for calculating total cost across the Council. • The Council will seek to achieve full cost recovery where appropriate unless there are legal, strategic or contractual reasons for not doing so whilst having regard to current market value and benchmarking. The Council will consider a phased introduction of these fees where there is a legitimate business case. • The full range of pricing structures should be considered, including use of differential pricing. • The impact of charges on service and non-service users' needs to be fully understood.
Subsidies and concessions	<ul style="list-style-type: none"> • Services should only be subsidised if they promote priority objectives or outcomes • Decisions about subsidisation should be made in the full knowledge of the potential income forgone / costs not recovered • Concession schemes should only be granted if they <ul style="list-style-type: none"> ○ promote equity and increase access to services ○ are targeted at specific individuals, groups and/or households.
Income collection and debt management	<ul style="list-style-type: none"> • Cost effective and efficient income collection channels should be in place, involving payment in advance or at point of sale wherever possible.
Income management	<ul style="list-style-type: none"> • There should be a corporate approach to income generation and management, including: <ul style="list-style-type: none"> ○ Consistency of policy and practice across all services and trading units. ○ Specific responsibilities for income generation allocated to individuals at all levels, including named officers for each individual charge. ○ An annual planning and review cycle for income generation and service cost recovery ○ A business case approach to developing and implementing new proposals

Setting and reviewing charges

- Raising revenue from charges for services is an important element in the overall financing of council services and activities and helps to deliver service and strategic objectives.
- Consideration is therefore given, on a regular basis, to the scope for raising revenue through charges for services and to reviewing the appropriateness and adequacy of the levels of charges being proposed or in force.
- Services are generally given an increase in their income targets each year in accordance with agreed budget principles. This will be achieved through a combination of increases to fees and charges, increased use, and through rental and sales income where appropriate. Where information is available, changes to fees and charges will take account of changing circumstances and patterns of service use as well as known and predicted changes to service costs.
- There is a general policy presumption that the levels of fees and charges should rise, each year, in line with the rate of inflation. Accordingly, the charges proposed in each service area should be sufficient to meet the additional fees and charges income reflected in the final draft budget, which is detailed in an annual report to the Executive.
- The following represents the range of factors, which service managers need to consider when setting fees and charges: -
 - Charges determined by primary or secondary legislation
 - Service costs, including inflation
 - Service supply and demand
 - Market conditions
 - Benchmarking with other authorities and other providers
 - Affordability

At its meeting on 10 May 2016, the Council approved the following changes to Financial Regulations:

Statutory Fees and Charges

Where the level of fees and charges are regulated by primary and secondary legislation (e.g. planning applications), no additional approval is required.

Local Fees and Charges

Changes to charges and proposed new charges should take account of the Council's income principles and guidance for determining fees and charges. The following limits apply:

Decision maker	Estimated additional / reduced income (per annum)		Increase / decrease in charge
Director	Up to £100,000	OR	Up to and including 5%
Executive Member	Up to £300,000	OR	Over 5% and up to 10%
Executive	£300,000 or over	OR	Over 10%

Exceptions

The relevant Director(s) shall agree, on an appropriate ad-hoc basis, fees, charges, tariffs or other means of setting prices where the nature of the business is such that a flexible pricing policy is required. The areas of such flexibility are to be agreed with the relevant Executive Member.

All changes to car parking charges shall be subject to approval by the Executive.

3. Details

Appendix 1 provides a detailed schedule of all proposed fees changes that fall within the approval limits of the Executive as detailed in section 2 above.

The basis for these changes include a range of themes, the main themes are as follows:

- Updated/new charges following benchmarking with other authorities
- Updated charges to cover increases in costs to ensure the Council is recovering costs where possible, this is particularly important in 2023/24 due to the unprecedented level of national inflation and cost increases to the Council

4. Consultation

The changes are in accordance with the Council's policy guidance and principles and, as such, no consultation has been undertaken. The revised fees and charges will be published on the Council's website.

5. Financial Implications

In general terms, the 2023/24 budget setting process added 1.25% to income budgets, although in some areas, specific additional income targets are included especially where the cost of providing the service is increasing by more than 1.25%. The fees set out in this report are designed to ensure that these budget targets are achievable.

6. Legal Powers and Implications

Trading and charging for services have been a feature of local government for a considerable time. Specific powers to charge for services are contained in a variety of local government statutes. The Local Authorities (Goods and Services) Act 1970, the Local Government Act 2003 and the Localism Act 2011 empower councils to charge for discretionary services on a cost recovery basis.

7. Climate Change and Environmental Implications

No direct implications identified.

8. Risk Management

In some cases, increases in fees and charged can be a disincentive to the take up services. Service managers have taken this into consideration when reviewing charges and no material risks have been identified in this respect.

9. Equality Implications

The changes are in accordance with the Council's policy guidance and principles. No significant negative equality implications have been identified.

10. Corporate Implications

None, other than those already identified.

11. Options Considered

A variety of options will have been considered by service managers, but the changes proposed here reflect a balance of factors required to be considered in reviewing prices, as described in section 2.

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Appendices:

Appendix 1 Detailed Fees and Charges changes to be approved by the executive

Background Papers:

Report to Executive 2 February 2016 – Fees and Charges Policy
<http://apps.n-somerset.gov.uk/cairo/docs/doc27177.pdf>

Detailed Fees and Charges changes to be approved by the executive

APPENDIX 1

Fees & charges service	Fees & charges heading	Description	2022/23 existing	2023/24 proposed	Increase / Decrease		Basis for change	Additional information
					%	£		
Corporate services - moved into Place Directorate	Street naming and property numbering fees	Name or rename an existing property (per unit – VAT exempt)	£122.50	£55.00	-55.10%	-£67.50	Benchmarking	Narrative and charging model change following benchmarking with other councils. Previously these were charged per request, these will now be charged per unit as per the new narrative.
Corporate services - moved into Place Directorate	Street naming and property numbering fees	Name or number a new property (per unit – VAT exempt)	£62.00	£65.00	4.84%	£3.00	Benchmarking	Narrative and charging model change following benchmarking with other councils. Previously these were charged per request, these will now be charged per unit as per the new narrative.
Corporate services - moved into Place Directorate	Street naming and property numbering fees	Recombine units within an existing property (per unit – VAT exempt)	£42.00	£65.00	54.76%	£23.00	Benchmarking	Narrative and charging model change following benchmarking with other councils. Previously these were charged per request, these will now be charged per unit as per the new narrative.
Corporate services - moved into Place Directorate	Street naming and property numbering fees	Enquiries from solicitors, banks and building societies (per request - excluding VAT)	£42.00	£72.00	71.43%	£30.00	Benchmarking	Narrative and charging model change following benchmarking with other councils. Previously these were charged per request, these will now be charged per unit as per the new narrative.
Corporate services - moved into Place	Local land charges	Residential - LLC1 (no VAT)	£24.50	£0.00	-100.00%	-£24.50	Benchmarking	Remove from sales, fees and charges. This fee is now charged by HMLR.
Corporate services - moved into Place Directorate	Local land charges	Residential - CON29 (incl VAT)	£92.10	£102.00	10.75%	£9.90	Benchmarking	Increase is based on benchmarking with other councils in the Southwest of England. It is important to note that this will not result in a significant overall increase in cost paid by the customer for a full searches as the LLC1 fee (above) is now only charged at £15 by HMLR. The combined increase of LLC1 and CON29 is therefore minimal.
Corporate services - moved into Place Directorate	Local land charges	Residential - CON 29 NLIS Electronic provider (incl VAT)	£86.58	£95.88	10.74%	£9.30	Benchmarking	Increase is based on benchmarking with other councils in the Southwest of England. It is important to note that this will not result in a significant overall increase in cost paid by the customer for a full searches as the LLC1 fee (above) is now only charged at £15 by HMLR. The combined increase of LLC1 and CON29 is therefore minimal.
Corporate services - moved into Place	Local land charges	Commercial - LLC1 (no VAT)	£42.50	£0.00	-100.00%	-£42.50	Benchmarking	Remove from sales, fees and charges. This fee is now charged by HMLR.
Corporate services - moved into Place Directorate	Local land charges	Commercial - CON29 (incl VAT)	£148.60	£176.00	18.44%	£27.40	Benchmarking	Increase is based on benchmarking with other councils in the Southwest of England. It is important to note that this will not result in a significant overall increase in cost paid by the customer for a full searches as the LLC1 fee (above) is now only charged at £15 by HMLR. The combined increase of LLC1 and CON29 is therefore minimal.
Corporate services - moved into Place Directorate	Local land charges	Commercial - CON 29 NLIS Electronic provider (incl VAT)	£139.68	£165.44	18.44%	£25.76	Benchmarking	Increase is based on benchmarking with other councils in the Southwest of England. It is important to note that this will not result in a significant overall increase in cost paid by the customer for a full searches as the LLC1 fee (above) is now only charged at £15 by HMLR. The combined increase of LLC1 and CON29 is therefore minimal.
Dog Warden Service	Stray dogs (VAT exempt)	Stray dogs (VAT exempt) daily kennelling fees (maximum seven days)	£15.00	£17.50	16.67%	£2.50	Inflation / Cost Recovery	To cover the daily kennelling charge to the Council which is increasing in 23/24
Licences, registration and permits	Business premises (plus VAT)	Revisit premises to early re rate	£145.00	£185.00	27.59%	£40.00	Benchmarking	Alignment with other similar premises in the Southwest
Licences, registration and permits	Hackney and Private Hire Licences	Drivers (3 year licence) - Suitability Test	£20.00	£25.00	25.00%	£5.00	Inflation / Cost Recovery	To cover an increase in costs of officer invigilation and booking
Licences, registration and permits	Hackney and Private Hire Licences	Drivers (3 year licence) - DBS check (enhanced)	£44.00	£38.00	-13.64%	-£6.00	Fee reduction	Statutory fee reduction

Detailed Fees and Charges changes to be approved by the executive

APPENDIX 1

Fees & charges service	Fees & charges heading	Description	2022/23 existing	2023/24 proposed	Increase / Decrease		Basis for change	Additional information
					%	£		
Building regulation fees	Building control – work to domestic buildings	Garage and car ports up to 40sqm	£235.00	£259.00	10.21%	£24.00	Benchmarking	Regularisation applications should be charged at a rate 20% greater than the standard charges
Building regulation fees	Building control – work to domestic buildings	Replacement windows	£140.00	£155.00	10.71%	£15.00	Benchmarking	Regularisation applications should be charged at a rate 20% greater than the standard charges
Building regulation fees	Building control – work to domestic buildings	Renovation of thermal element	£140.00	£155.00	10.71%	£15.00	Benchmarking	Regularisation applications should be charged at a rate 20% greater than the standard charges
Building regulation fees	Building regulation notices (incl. VAT)	Regularisation - extensions 40sqm to 60sqm	£800.00	£887.00	10.88%	£87.00	Benchmarking	Regularisation applications should be charged at a rate 20% greater than the standard charges
Building regulation fees	Building regulation notices (incl. VAT)	Regularisation - extensions 60sqm to 80sqm	£920.00	£1,026.00	11.52%	£106.00	Benchmarking	Regularisation applications should be charged at a rate 20% greater than the standard charges
Building regulation fees	Building regulation notices (incl. VAT)	Regularisation - extensions over 80sqm up to 300sqm	£990.00	£1,109.00	12.02%	£119.00	Benchmarking	Regularisation applications should be charged at a rate 20% greater than the standard charges
Building regulation fees	Building regulation notices (incl. VAT)	Regularisation - Conversion of garage into living accommodation	£325.00	£370.00	13.85%	£45.00	Benchmarking	Regularisation applications should be charged at a rate 20% greater than the standard charges
Building regulation fees	Building regulation notices (incl. VAT)	Regularisation - Renovation of thermal element	£160.00	£185.00	15.63%	£25.00	Benchmarking	Regularisation applications should be charged at a rate 20% greater than the standard charges
Building regulation fees	Building regulation notices (incl. VAT)	Regularisation - Replacement windows	£150.00	£186.00	24.00%	£36.00	Benchmarking	Regularisation applications should be charged at a rate 20% greater than the standard charges
Building regulation fees	Building regulation notices (incl. VAT)	Regularisation - Electrical work (non Competent Persons Scheme)	£425.00	£653.00	53.65%	£228.00	Benchmarking	Regularisation applications should be charged at a rate 20% greater than the standard charges
Building regulation fees	Building regulation notices (incl. VAT)	Building regulations (full plans and building notice) Estimated cost of works - 10,001 – 20,000	£485.00	£534.00	10.10%	£49.00	Benchmarking	Regularisation applications should be charged at a rate 20% greater than the standard charges
Building regulation fees	Building regulation notices (incl. VAT)	Building regulations (full plans and building notice) Estimated cost of works - 30,001 – 40,001	£760.00	£839.00	10.39%	£79.00	Benchmarking	Regularisation applications should be charged at a rate 20% greater than the standard charges
Building regulation fees	Building regulation notices (incl. VAT)	Building regulations (full plans and building notice) Estimated cost of works - 50,001 – 70,000	£935.00	£1,040.00	11.23%	£105.00	Benchmarking	Regularisation applications should be charged at a rate 20% greater than the standard charges
Building regulation fees	Building regulation notices (incl. VAT)	Building regulations (full plans and building notice) Estimated cost of works -70,001 – 90,000	£1,000.00	£1,109.00	10.90%	£109.00	Benchmarking	Regularisation applications should be charged at a rate 20% greater than the standard charges
Building regulation fees	Building regulation notices (incl. VAT)	Building regulations (full plans and building notice) Estimated cost of works -90,001 – 110,000	£1,070.00	£1,178.00	10.09%	£108.00	Benchmarking	Regularisation applications should be charged at a rate 20% greater than the standard charges
Planning Fees	Planning decision notices	Copy of a decision note	£15.00	£17.00	13.33%	£2.00	Inflation / Cost Recovery	Time taken has been reviewed to ensure cost recovery
Planning Fees	Planning Enforcement	Confirmation of closure of enforcement case	£100.00	£150.00	50.00%	£50.00	Inflation / Cost Recovery	Time taken has been reviewed to ensure cost recovery
Planning Fees	Pre submission validity check	Pre submission validity check	£85.00	£100.00	17.65%	£15.00	Inflation / Cost Recovery	Time taken has been reviewed to ensure cost recovery
Planning Fees	Confirmation legal agreement complied with	Per site	£85.00	£150.00	76.47%	£65.00	Inflation / Cost Recovery	Time taken has been reviewed to ensure cost recovery
Planning Fees	Written advice about the need for planning permission	Written advice about the need for planning permission	£85.00	£100.00	17.65%	£15.00	Inflation / Cost Recovery	Time taken has been reviewed to ensure cost recovery
Planning Fees	Planning history searches	Planning history searches	£85.00	£100.00	17.65%	£15.00	Inflation / Cost Recovery	Time taken has been reviewed to ensure cost recovery

Detailed Fees and Charges changes to be approved by the executive

APPENDIX 1

Fees & charges service	Fees & charges heading	Description	2022/23 existing	2023/24 proposed	Increase / Decrease		Basis for change	Additional information
					%	£		
Environment	Memorial Bench	Extra Refurbishment	£200.00	£270.00	35.00%	£70.00	Inflation / Cost Recovery	To cover an increase in costs in materials/contract, this charge has not been increased for two years
Environment	Tree preservation order	Copy (1st class, large letter P&P)	£7.90	£9.57	21.14%	£1.67	Inflation / Cost Recovery	To cover an increase in staff costs and postal charges
Highways Licences	Traffic signals (VAT exempt)	Traffic signal / zebra temporary switch off/on	£250.00	£306.00	22.40%	£56.00	Inflation / Cost Recovery	To cover an increase in contract rates to ensure cost recovery
Highways Licences	Traffic signals (VAT exempt)	Late / Non confirmed cancellations	£125.00	£153.00	22.40%	£28.00	Inflation / Cost Recovery	To cover an increase in contract rates to ensure cost recovery
Highways Licences	Traffic signals (VAT exempt)	MOVA data requests	£125.00	£153.00	22.40%	£28.00	Inflation / Cost Recovery	To cover an increase in contract rates to ensure cost recovery
Highways Licences	Temporary development signage	Guidance/review of Temporary Traffic Management Proposals	£45.00	£50.00	11.11%	£5.00	Benchmarking	To ensure a consistent charge with other inspection charges
Highways Licences	Road opening licence – section 50	Road Opening Licence New Apparatus	£410.00	£470.00	14.63%	£60.00	Inflation / Cost Recovery	To cover increases in admin/inflation and benchmarked against other local authorities
Highways Licences	Road opening licence – section 50	Road Opening Licence Existing Apparatus	£260.00	£320.00	23.08%	£60.00	Inflation / Cost Recovery	To cover increases in admin/inflation and benchmarked against other local authorities
Highways Licences	New Roads and Street Works Act	Application for temporary traffic signals	£30.00	£35.00	16.67%	£5.00	Inflation / Cost Recovery	To cover increases in admin/inflation and benchmarked against other local authorities
Highways Licences	Traffic regulation order (VAT exempt)	Extension to temporary traffic regulation orders	£500.00	£750.00	50.00%	£250.00	Inflation / Cost Recovery	To cover increase in admin/inflation plus cover costs of advertising
Highway Licences	Written response to enquiries on highways or public rights of way records (VAT exempt)	Copy inc p&p (1st class, large letter P&P)	£8.20	£9.89	20.61%	£1.69	Inflation / Cost Recovery	To cover an increase in staff costs and postal charges
Highways Licences	Electric vehicle charging	Electric Vehicle Charging - Rapid Charge	£0.29	£0.95	227.59%	£0.66	Inflation / Cost Recovery	To cover national price increase
Community halls and venues	Somerset Hall	Lounge Bar area and half hall (6pm - midnight)	£175.00	£200.00	14.29%	£25.00	Inflation / Cost Recovery	To cover an increase in costs for energy, staffing and building maintenance

North Somerset Council

Report to the Executive

Date of Meeting: 8 February 2023

Subject of Report: Q2 performance update

Town or Parish: ALL

Officer/Member Presenting: Emma Diakou, Head of Business Insight, Policy and Partnerships

Key Decision: NO

Reason:

This is an information item.

Recommendations

The contents of this report are noted.

1. Summary of Report

Our Business Planning Framework is designed to monitor progress against our Corporate Plan priorities and against our vision for an *open, fairer, greener North Somerset*. We do this on an annual basis by developing, implementing and monitoring Annual Directorate Statements. These are the business plans for the five council directorates and give the key strategic commitments for the year ahead. These commitments are both business-as-usual and transformational. Progress against these commitments is monitored by key projects and their milestones. We also monitor a number of Key Corporate Performance Indicators (KCPIs) which give an overview of activity, pace and outcomes.

This paper gives an update on progress against the transformation commitments for each directorate and against the KCPIs that are reported to our Scrutiny Panels. The Executive is asked to note Q2 performance progress using the following framework:

Annual Directorate Statement commitments:

- GREEN: Successful delivery of this commitment is highly likely. There are no major outstanding issues that at this stage appear to threaten delivery.
- GREEN/AMBER: Successful delivery of this commitment is likely but there are some minor outstanding issues that need to be resolved to ensure delivery.
- AMBER: Successful delivery of this commitment appears feasible, but issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly should not present further problems.
- AMBER/RED: Successful delivery of this commitment may be unachievable. Issues already exist requiring immediate management attention to ensure delivery.
- RED: Successful delivery of this commitment appears to be unachievable. There are major issues which at this stage do not appear to be manageable or resolvable.

Key Corporate Performance Indicators:

- GREEN: On track.
- AMBER: Not on track but likely to be brought back on track by end year.
- RED: Not on track and unlikely to be so by end year.

As of the end of Q2:

For the Annual Directorate Statement commitments (transformational) that are reportable:

- 25 were GREEN. This compares to 28 in Q1.
- 38 were GREEN/AMBER. This compares to 37 in Q1.
- 30 were AMBER. This compares to 27 in Q1.
- 5 were AMBER/RED. This compares to 10 in Q1.
- 4 were RED. This compares to none in Q1.

For the aligned KCPIs that are reportable:

- 36 were GREEN. This compares to 23 in Q1.
- 1 was AMBER. This compares to 12 in Q1.
- 11 were RED. This compares to 3 in Q1.

A number of additional KCPIs are reportable in future quarters and will be included in upcoming reports.

2. Policy

The Corporate Plan is the council's overarching strategic document. It is the only plan which covers the full range of the council's responsibilities and is an important tool to help focus our effort and resources on the right things. By prioritising a clear set of commitments, the Corporate Plan also helps residents to hold the council to account for its performance and challenge it to improve.

Annual Directorate Statements show how each directorate will contribute to the aims and priorities in the Corporate Plan for the year ahead. Following on from the publication of the Annual Directorate Statements each year, an Integrated Performance and Risk Management Framework is developed, including risk registers. This framework is updated and reported quarterly.

3. Details

For the detail on the Annual Directorate Statement commitments please see appendix one. In summary, commitments that were AMBER/RED or RED and so requiring immediate management attention as of end Q2 were:

- We will develop the directorate transformation programmes for 2022/23 linked in to Medium-term Financial Planning.
- We will deliver the actions in the Accommodation Strategy for 2022/23 and embed new ways of working across the organisation.
- We will implement the Digital Strategy and deliver on any in year actions in the action plan.
- We will implement the Information Strategy and deliver on any in year actions in the action plan.
- We will review how we recruit staff across the organisation and implement the action plan for improvement.
- We will seek regular feedback from children and families and use this to inform practice improvements.

- Deliver the annual programme of local transport funded schemes across the district.
- Ensure an effective programme of network and traffic management which includes civil parking enforcement / car parks.
- Continue to progress delivery of MetroWest.

For the detail on the KCPIs please see appendix two. In summary, KCPIs that were RED and so requiring immediate management attention as of end Q2 were:

- The number of crimes overall in North Somerset.
- The number of anti-social behaviour incidents overall in North Somerset.
- Self-reported wellbeing - people with a high anxiety score.
- Self-reported wellbeing - people with a low happiness score.
- The percentage of adults in contact with secondary mental health services living independently or without support.
- The number of households living in temporary accommodation.
- The number of carers' assessments undertaken.
- The percentage of assessment of completing within 45 working days (children social care only).
- The percentage of re-referrals to children social care within 12 months of the previous referral.
- The percentage of children in care with three or more placement moves - rolling 12 month period.
- The percentage of care leavers (19-21 year olds) in education, employment and/or training.

4. Consultation

As part of the Business Planning Framework all tier three managers and above contribute to their Annual Directorate Statement. These are then agreed by Directorate Leadership teams and Corporate Leadership Team.

The views of residents, staff and other stakeholders all helped to shape the development of the Corporate Plan on which the Annual Directorate Statements are based.

5. Financial Implications

The Annual Directorate Statements are developed alongside the Medium-term Financial Plan to ensure that the commitments made are within the resource envelope for the year ahead.

Monitoring the effectiveness of our financial management is then embedded within the Annual Directorate Statements. All statements include a commitment as follows: *Ensure effective financial management across the directorates including a balanced budget at year end and delivery of MTFP savings.*

There are no specific financial implications to this report.

Costs

N/A

Funding

N/A

6. Legal Powers and Implications

Regular performance and risk reporting contributes to the good governance of the organisation. There is a requirement within the council's Business Planning Framework for at least quarterly reporting against or Corporate Plan progress.

7. Climate Change and Environmental Implications

All Annual Directorate Statements include an organisational-wide commitment to deliver on the Climate Emergency Strategy and action plan.

8. Risk Management

Risk management is embedded within the Business Planning Framework. Once the commitments have been identified for the year ahead, directorate-wide risk registers are developed. These seek to ensure we are aware of any challenges to achievement of the commitments. They are updated and reported quarterly. A quarterly review is also undertaken of any AMBER/RED and RED commitments to ensure they are captured within the risk registers and if not, included for the following quarter. This ensures there is a clear link between the Corporate Plan and our risk management approach. These directorate risks then feed into the Strategic Risk Register which is also updated and reported quarterly.

There would be a negative impact on corporate governance if regular performance information was not provided to the Executive. The inherent score for this is HIGH. Once mitigating actions are applied (provision of this report) the risk drops to LOW.

	Inherent risk score (likelihood)	Inherent risk score (impact)	Inherent risk score	Mitigations	Residual risk score (likelihood)	Residual risk score (impact)	Residual risk score
Negative impact on corporate governance if performance information is not provided.	5 (almost certain)	4 (high impact on legal duty to provide robust corporate governance)	HIGH	Information provided on a quarterly basis.	1 (rare)	1 (negligible impact on legal duty to provide robust corporate governance)	LOW

9. Equality Implications

All Annual Directorate Statements also include a commitment as follows: *Ensure we are an inclusive organisation, meeting our equalities duties, and exemplifying our values to act with integrity, respect each other, innovate, care and collaborate.*

10. Corporate Implications

Business planning is important to ensure we are achieving the aims and priorities within the Corporate Plan.

11. Options Considered

Regular performance reports contribute to the good governance of the organisation. There is a requirement within the council's Business Planning Framework for at least quarterly reporting against or Corporate Plan progress.

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Appendices:

- Appendix one: Annual Directorate Statement commitments
- Appendix two: Key Corporate Performance Indicators

Background Papers:

- North Somerset Corporate Plan: [North Somerset Corporate Plan 2020-2024 \(n-somerset.gov.uk\)](https://www.n-somerset.gov.uk/north-somerset-corporate-plan-2020-2024)
- Corporate Plan action plan and strategic risk register: [Microsoft Power BI](#)
- North Somerset Risk Management Strategy
- Adults Annual Directorate Statement 2022/23
- Corporate Services Annual Directorate Statement 2022/23
- Children's Annual Directorate Statement 2022/23
- Place Annual Directorate Statement 2022/23
- Public Health and Regulatory Services Annual Directorate Statement 2022/2

Appendix one: Annual Directorate Statement commitments Q2 update

Please note, commitments are sorted by commitment type and then the Q2 progress rating (GREEN through to RED).

ADS commitment	Commitment type	Q1 progress	Q2 progress	Direction of travel Q1 to Q2
We will implement the Empowering Communities and Reducing Inequalities strategy and deliver any in-year actions in the action plan	Organisational wide commitment wide	GREEN	GREEN	STABLE
We will implement the Customer Services strategy and deliver any in-year actions in the action plan	Organisational wide commitment wide	GREEN	GREEN	STABLE
We will respond to national policy opportunities in the coming year to tackle inequalities including the Levelling Up Whitepaper	Organisational wide commitment wide	GREEN	GREEN/AMBER	NEGATIVE
We will deliver the Climate Emergency Strategy and contribute via directorate action plans	Organisational wide commitment wide	AMBER	GREEN/AMBER	POSITIVE
Ensure effective financial management across the directorates including a balanced budget at year end and delivery of MTFP savings	Organisational wide commitment wide	AMBER/RED	AMBER	POSITIVE
We will implement the Joint Health and Wellbeing Strategy and ensure we deliver any in year actions in the action plan for 2022/23	Organisational wide commitment wide	GREEN/AMBER	AMBER	NEGATIVE
We will ensure we are an inclusive organisation, meeting our equalities duties, and exemplifying our values to act with integrity, respect each other, innovate, care and collaborate	Organisational wide commitment wide	GREEN/AMBER	AMBER	NEGATIVE
We will implement the People Strategy and ensure we deliver any in year actions in the action plan for 2022/23	Organisational wide commitment wide	GREEN/AMBER	AMBER	NEGATIVE
We will deliver the actions in the Accommodation Strategy for 2022/23 and embed new ways of working across the organisation	Organisational wide commitment wide	GREEN/AMBER	RED	NEGATIVE
We will develop the directorate transformation programmes for 2022/23 linked in to MTFP planning	Organisational wide commitment wide	AMBER	RED	NEGATIVE
We will implement the Digital Strategy and deliver on any in year actions in the action plan	Organisational wide commitment wide	AMBER/RED	RED	NEGATIVE
We will refresh the Adults Climate Emergency Strategy and deliver any in year actions in the action plan	Adults	GREEN	GREEN	STABLE

ADS commitment	Commitment type	Q1 progress	Q2 progress	Direction of travel Q1 to Q2
We will deliver the ConnectED partnership programme, in collaboration with Bristol Council, South Gloucestershire Council and Bristol University (positive behaviour change)	Adults	GREEN	GREEN	STABLE
We will create opportunities for people to have fulfilling activities during the day that meets their care needs and improves their wellbeing	Adults	AMBER	GREEN	POSITIVE
We will contribute to the Integrated Care Partnership development and ensure North Somerset has a voice	Adults	GREEN	GREEN/AMBER	NEGATIVE
We will contribute to the development of effective housing with support solutions for all adults with care and support needs	Adults	GREEN/AMBER	GREEN/AMBER	STABLE
We will develop a market sustainability plan setting out our local strategy for 2022-2025	Adults	GREEN/AMBER	GREEN/AMBER	STABLE
We will undertake a cost of care exercise for Domiciliary Care and Residential Care in line with the Government Policy Paper 'Market Sustainability and fair Cost of Care fund'	Adults	GREEN/AMBER	GREEN/AMBER	STABLE
We will establish PAMMS (Provider Assessment and Market Management Solution)	Adults	GREEN/AMBER	GREEN/AMBER	STABLE
We will undertake a demand modelling exercise	Adults	AMBER	GREEN/AMBER	POSITIVE
We will implement systems required to deliver care cap reforms	Adults	AMBER	GREEN/AMBER	POSITIVE
Implement the relevant actions in the Housing Strategy	Adults	GREEN	GREEN/AMBER	NEGATIVE
We will establish a therapy led reablement service, with a Technology Enabled Care first approach for the whole community	Adults	GREEN	AMBER	NEGATIVE
We will ensure an effective and robust response to adult's safeguarding concerns by establishing a centralised Safeguarding Team	Adults	GREEN/AMBER	AMBER	NEGATIVE
As part of the Dedicated Schools Grant Management Plan, we will lead the Council's participation in the Department for Educations' Safety Valve Project, to ensure that benefits are maximised	Children's Services	GREEN	GREEN	STABLE
We will complete an Exploitation Needs Assessment to inform an Exploitation Strategy	Children's Services	GREEN	GREEN	STABLE

ADS commitment	Commitment type	Q1 progress	Q2 progress	Direction of travel Q1 to Q2
We will ensure we provide a comprehensive music education service to children, young people, their families and schools across North Somerset	Children's Services	GREEN	GREEN	STABLE
We will develop a robust and responsive quality assurance framework to support a learning organisation to include purposeful case audit activity	Children's Services	AMBER/RED	GREEN	POSITIVE
We will refresh the Children's Climate Emergency Strategy and deliver any in year actions in the action plan	Children's Services	GREEN	GREEN/AMBER	NEGATIVE
We will improve the rigour of monitoring of safeguarding arrangements in schools and settings	Children's Services	GREEN	GREEN/AMBER	NEGATIVE
We will review of the Family Wellbeing Service offer including consultation with partners inc the voluntary sector and the public and publicising across the partnership	Children's Services	GREEN/AMBER	GREEN/AMBER	STABLE
We will deliver the Education Commissioning Strategy including any in-year actions	Children's Services	AMBER	GREEN/AMBER	POSITIVE
We will ensure sufficiency of high-quality placements for 2-4 year olds including take up, quality, and training of workforce	Children's Services	AMBER	GREEN/AMBER	POSITIVE
We will ensure all children and young people have meaningful transitions to post-16	Children's Services	AMBER	GREEN/AMBER	POSITIVE
We will deliver the Children's Family Support and Safeguarding Recruitment and Retention Action Plan	Children's Services	AMBER/RED	GREEN/AMBER	POSITIVE
We will deliver the SEND improvement plan in partnership with key stakeholders	Children's Services	AMBER	AMBER	STABLE
We will embed Phase 2 of the Front Door developments – to include the MASH, missing and exploitation meetings	Children's Services	GREEN/AMBER	AMBER	NEGATIVE
We will develop and deliver an Education Strategy in partnership with key stakeholders	Children's Services	GREEN/AMBER	AMBER	NEGATIVE
We will achieve permanence for children by ensuring all children in care have clear plans for permanence which are appropriately tracked to avoid drift and delay	Children's Services	AMBER	AMBER	STABLE
The Virtual School ensures the right level of support for those children for whom they have legal responsibility	Children's Services	AMBER	AMBER	STABLE
We will reduce the number of children missing education (CME)	Children's Services	AMBER	AMBER	STABLE

ADS commitment	Commitment type	Q1 progress	Q2 progress	Direction of travel Q1 to Q2
We will promote good relationships with parents who are electively home educating their children and young people (EHE)	Children's Services	AMBER	AMBER	STABLE
We will contribute to a mental health and wellbeing needs assessment for children	Children's Services	AMBER/RED	AMBER	POSITIVE
We will commission a variety of placements to meet the needs of children and young people	Children's Services	AMBER/RED	AMBER	POSITIVE
We will ensure focused recruitment of mainstream, specialist fostering and supported lodging carers, and promotion of staying put scheme	Children's Services	AMBER/RED	AMBER	POSITIVE
We will seek regular feedback from children and families and use this to inform practice improvements	Children's Services	AMBER/RED	AMBER/RED	STABLE
We will refresh the Corporate Services Climate Emergency Strategy and deliver any in year actions in the action plan	Corporate Services	GREEN	GREEN	STABLE
We will align our Programme Management Office front door with our business and performance management framework, and our assurance activity to ensure a 360 degree view	Corporate Services	GREEN	GREEN	STABLE
We will review the use of Modern Gov functionality and implement identified improvements	Corporate Services	GREEN	GREEN	STABLE
We will deliver the new healthy workplaces accreditation scheme	Corporate Services	GREEN/AMBER	GREEN	POSITIVE
We will implement a coaching and mentoring scheme	Corporate Services	GREEN/AMBER	GREEN	POSITIVE
We will develop a framework for monitoring the Capital Strategy and programme within new governance processes	Corporate Services	GREEN/AMBER	GREEN/AMBER	STABLE
We will deliver the Communications Strategy Action Plan	Corporate Services	GREEN/AMBER	GREEN/AMBER	STABLE
We will deliver the capital programme and software replacement projects	Corporate Services	GREEN/AMBER	GREEN/AMBER	STABLE
We will improve how we report on organisation health including HR measures	Corporate Services	AMBER	GREEN/AMBER	POSITIVE
We will develop and implement a Data Strategy and action plan linked in to the Information Management Strategy	Corporate Services	GREEN	AMBER	NEGATIVE
We will improve governance processes internally to empower staff and reduce administrative burdens, linked in with the overall corporate support services offer for the directorates	Corporate Services	GREEN/AMBER	AMBER	NEGATIVE

ADS commitment	Commitment type	Q1 progress	Q2 progress	Direction of travel Q1 to Q2
We will identify the preferred option for Support Services Partnership post Sep 2025	Corporate Services	GREEN/AMBER	AMBER	NEGATIVE
We will prepare for elections considering the requirements of the Elections Bill	Corporate Services	AMBER	AMBER	STABLE
We will deliver the actions in the ICT Strategy - 2022/23 delivery plan and review against WoW	Corporate Services	AMBER	AMBER	STABLE
We will improve revenue collections via enhanced debt recovery	Corporate Services	AMBER	AMBER	STABLE
We will review how we recruit staff across the organisation and implement the action plan for improvement	Corporate Services	AMBER/RED	AMBER/RED	STABLE
We will implement the Information Strategy and deliver on any in year actions in the action plan	Corporate Services	AMBER/RED	RED	NEGATIVE
We will deliver the Community Renewal Fund and ensure overall successful programme reporting	Place	GREEN	GREEN	STABLE
We will re-masterplan the commercial footprint of J21 Enterprise Area to support Parklands phase 2 development and commercial space including Construction Skills Centre	Place	GREEN	GREEN	STABLE
We will develop a more joined up approach to environmental enforcement and community safety	Place	GREEN	GREEN	STABLE
We will finalise the Highways Asset Management Strategy and new Highways Delivery Model	Place	GREEN	GREEN	STABLE
We will complete placemaking strategies for Nailsea, Clevedon and Portishead and agree action plans with town councils and services	Place	GREEN/AMBER	GREEN	POSITIVE
We will deliver the in-year (2022/23) actions of the Waste Strategy	Place	GREEN/AMBER	GREEN	POSITIVE
We will review opportunities for wider use of CCTV	Place	GREEN/AMBER	GREEN	POSITIVE
We will deliver the in-year (2022/23) actions of the Green Infrastructure Strategy including continued roll out of rewilding and developing the opportunities of biodiversity net gain	Place	GREEN/AMBER	GREEN	POSITIVE
We will launch the Capital Programme Management Office as part of the council-wide PMO front door ensuring capital projects are successfully delivered	Place	GREEN	GREEN/AMBER	NEGATIVE

ADS commitment	Commitment type	Q1 progress	Q2 progress	Direction of travel Q1 to Q2
We will deliver the action plan for promoting North Somerset for inward investment and securing investment opportunities through an enabling approach	Place	GREEN	GREEN/AMBER	NEGATIVE
We will deliver the libraries strategy and any in year actions for 2022/23	Place	GREEN	GREEN/AMBER	NEGATIVE
We will enable SEE Monster successfully, including establishing a strong legacy and developing a new delivery model for the Tropicana	Place	GREEN/AMBER	GREEN/AMBER	STABLE
We will complete delivery of the Planning Peer Review action plan including introduction of an enhanced pre-application system to enable development proposals	Place	GREEN/AMBER	GREEN/AMBER	STABLE
We will continue to deliver priority projects within Weston Placemaking programme including completion of phase 1 works to The Sovereign	Place	GREEN/AMBER	GREEN/AMBER	STABLE
We will progress delivery of the Birnbeck Pier project in partnership with RNLI	Place	GREEN/AMBER	GREEN/AMBER	STABLE
We will build a pipeline of high-quality homes and commercial space through the council's Development Programme	Place	GREEN/AMBER	GREEN/AMBER	STABLE
We will ensure continued development of North Somerset Environment Company (NSEC) and consideration of options for transfer of services	Place	GREEN/AMBER	GREEN/AMBER	STABLE
We will deliver the Bus Service Improvement Plan and set up of the Enhanced Partnership	Place	GREEN/AMBER	GREEN/AMBER	STABLE
We will deliver the priorities identified in the Sport and Leisure Facilities Strategy for 2022/23	Place	GREEN/AMBER	GREEN/AMBER	STABLE
We will deliver the Asset Strategy priorities including investment in Town Hall and completion of key business cases for Castlewood, Depots and Leisure Centres	Place	AMBER	GREEN/AMBER	POSITIVE
We will finalise the Corporate Landlord Operating model including new systems, processes and team structure	Place	AMBER	GREEN/AMBER	POSITIVE
We will progress the Local Plan through consultation, member decisions and submission to Examination	Place	GREEN/AMBER	AMBER	NEGATIVE
We will develop and deliver a programme of work to support transport decarbonisation (EV, active travel, parking etc)	Place	GREEN/AMBER	AMBER	NEGATIVE

ADS commitment	Commitment type	Q1 progress	Q2 progress	Direction of travel Q1 to Q2
We will review and produce options for home to school transport that support educational needs and a move towards sustainable transport and improvement in life skills	Place	AMBER	AMBER	STABLE
Continue to progress delivery of key infrastructure projects including Banwell Bypass, Winterstoke Hundred Academy Expansion, Winterstoke Road, and A38 Major Road Network investment.	Place	AMBER	AMBER	STABLE
Deliver the annual programme of local transport funded schemes across the district	Place	AMBER	AMBER/RED	NEGATIVE
Continue to progress delivery of MetroWest.	Place	AMBER	AMBER/RED	NEGATIVE
Ensure an effective programme of network and traffic management which includes civil parking enforcement / car parks	Place	AMBER	AMBER/RED	NEGATIVE
We will enable objectives within place-based partnerships to include a focus on improving population health and wellbeing and preventing ill health	Public Health and Regulatory Services	GREEN	GREEN	STABLE
We will create greater resilience in our population to communicable disease (health protection in a post covid world)	Public Health and Regulatory Services	GREEN	GREEN	STABLE
We will ensure Regulatory Services and Emergency Planning / Business Continuity service delivery continues to meet statutory requirements	Public Health and Regulatory Services	GREEN	GREEN	STABLE
We will implement a new case management and reporting system across teams	Public Health and Regulatory Services	GREEN	GREEN/AMBER	NEGATIVE
We will refresh the Public Health and Regulatory Services climate emergency action plan and deliver to timescales	Public Health and Regulatory Services	GREEN/AMBER	GREEN/AMBER	STABLE
We will implement the action plan for more effective and efficient working across PHRS teams	Public Health and Regulatory Services	GREEN/AMBER	GREEN/AMBER	STABLE
We will develop new models of service delivery in primary care	Public Health and Regulatory Services	GREEN/AMBER	GREEN/AMBER	STABLE
We will develop a research, evidence and evaluation strategy which supports teams across the council	Public Health and Regulatory Services	GREEN/AMBER	AMBER	NEGATIVE
We will improve mental health outcomes resulting from prevention and early intervention	Public Health and Regulatory Services	AMBER	AMBER	STABLE

ADS commitment	Commitment type	Q1 progress	Q2 progress	Direction of travel Q1 to Q2
We will ensure our services (commissioned and provided) are closing the inequalities gap	Public Health and Regulatory Services	AMBER	AMBER	STABLE
We will develop and implement an action plan from the private rented housing stock condition survey	Public Health and Regulatory Services	AMBER	AMBER	STABLE

Appendix two: Key Corporate Performance Indicators: Q2 update (reportable only)

National benchmarking data is intended to provide a comparison of local data against the latest national data wherever possible. Where the data has not yet been published the latest available data has been given. Contextual measures do not have a target.

Please note, measures are sorted by Corporate Plan priority and then theme.

Measure	Year End 2021/22	2022/23				Year-End Target	Predicted Year-End Status	Direction of travel	Number	National benchmarking
		Q1	Q2	Q3	Q4					
A thriving and sustainable place										
The number of homes where a significant hazard was removed / repaired through local authority intervention	107	14	33			100	GREEN	POSITIVE	n/a	Local measure
The number of privately rented properties within the Private Sector Action Area owned by accredited landlords	1,651	1,651	1,651			Contextual (this measure is not targeted)		STABLE	n/a	Local measure
The number of Houses in Multiple Occupation improved	101	17	32			40	GREEN	POSITIVE	n/a	Local measure
The number of affordable houses through working in partnership	189	146	253			200	GREEN	POSITIVE	n/a	Local measure
The number of jobs created at the J21 Enterprise Area	Awaiting update	53	Awaiting update			100	GREEN	Awaiting update	n/a	Local measure
The number of business start-ups in North Somerset	Awaiting update	352	878			1,000	GREEN	POSITIVE	n/a	Local measure
The percentage of vacant retail premises in Weston super Mare town centre (including the Sovereign Centre)	20.7%	19.87%	-			Contextual (this measure is not targeted)		POSITIVE	125 / 629	Local measure

Measure	Year End 2021/22	2022/23				Year-End Target	Predicted Year-End Status	Direction of travel	Number	National benchmarking
		Q1	Q2	Q3	Q4					
The percentage of vacant retail premises in Clevedon town centre	10.6%	7.95%	-			Contextual (this measure is not targeted)	POSITIVE	12 / 151	Local measure	
The percentage of vacant retail premises in Nailsea town centre	13.3%	13.3%	-			Contextual (this measure is not targeted)	STABLE	22 / 165	Local measure	
The percentage of vacant retail premises in Portishead town centre	6.7%	6.7%	-			Contextual (this measure is not targeted)	STABLE	9 / 135	Local measure	
The percentage of municipal waste sent to landfill	11.48%	11.09%	9.57%			Decreasing trend	GREEN	POSITIVE	4,838kg / 50,548kg	England, 6.13% South West, 5.68% (2020/21)
Residual household waste sent to landfill (per household) (kgs)	404.86kg	98.92kgs	197.64kgs			Decreasing trend	GREEN	POSITIVE	19,424kg / 98,280 households	England, 513.09kgs South West, 449.27kgs (2020/21)
The percentage of household waste sent for reuse, recycling or composting	59.5%	61.7%	60.4%			Increasing trend	GREEN	STABLE	29,636kg / 49,070kg	England, 41.71% South West, 49.23% (2020/21)
The number of crimes overall in North Somerset	13,600 crimes	3,592 crimes	7,166 crimes			Decreasing trend	RED	NEGATIVE	n/a	Local measure
The number of anti-social behaviour incidents overall in North Somerset	2,663 incidents	688 incidents	1,674 incidents			Decreasing trend	RED	NEGATIVE	n/a	Local measure
A Council which empowers and cares about people										
Self-reported wellbeing - people with a high anxiety score	22.2%	-	23.6%		-	Decreasing trend	RED	NEGATIVE	n/a	England, 24.2% South West, 23.4% (2021/22)

Measure	Year End 2021/22	2022/23				Year-End Target	Predicted Year-End Status	Direction of travel	Number	National benchmarking
		Q1	Q2	Q3	Q4					
Self-reported wellbeing - people with a low happiness score	7.6%	-	11.1%	-	Decreasing trend	RED	NEGATIVE	n/a	England, 9.2% South West, 8.7% (2021/22)	
The percentage of physically active adults	69.1%	-	71.2%	-	Increasing trend	GREEN	POSITIVE	n/a	England, 65.9% South West, 70.5% (2021/22)	
Number of North Somerset residents accessing Healthy Lifestyle Advisor service	TBC	-	475 residents	-	Within range 455-568	GREEN	Awaiting update	475	Local measure	
The proportion of adults with a learning disability who live at home or with family	66.4%	63.0%	-	-	68.0%	AMBER	NEGATIVE	318 / 501	England, 78.3% South West, 77.7% (2020/21)	
The proportion of adults with a learning disability who are in paid employment	8.2%	7.8%	-	-	Better than the South West average	GREEN	NEGATIVE	36 / 463	England, 4.8% South West, 5.1% (2020/21)	
The percentage of adults in contact with secondary mental health services living independently or without support	50.0%	47.3%	-	-	65.0%	RED	NEGATIVE	234 / 295	England, 58.0% South West, 53.0% (2020/21)	
The percentage of adults in contact with secondary mental health services in paid employment	13.0%	11.2%	-	-	Better than the South West average	GREEN	NEGATIVE	55/489	England, 6.0% South West, 6.0% (2020/21)	
Social care-related quality of life score (Adult Social Care Survey)	19.6	19.5	-	-	Better than the South West average	GREEN	STABLE	n/a	England, 19.1% South West, 19.3% (2020/21)	
Overall satisfaction of people who use services with their care and support (Adult Social Care Survey)	69.4%	67.1%	-	-	Better than the South West average	GREEN	NEGATIVE	n/a	England, 64.2% South West, 66.9% (2020/21)	

Measure	Year End 2021/22	2022/23				Year-End Target	Predicted Year-End Status	Direction of travel	Number	National benchmarking
		Q1	Q2	Q3	Q4					
The proportion of people who use services, who find it easy to find information and support (Adult Social Care Survey)	73.0%	68.6%		-		Better than the South West average	GREEN	NEGATIVE	n/a	England, 68.4% South West, 67.5% (2020/21)
The proportion of people who use services who feel safe (Adult Social Care Survey)	73.6%	73.9%				Better than the South West average	GREEN	STABLE	n/a	England, 70.2% South West, 69.8% (2020/21)
The number of new Connecting Lives carers recruited	N/A	Supressed but on target	Supressed but on target			(10% increase on 2021/22)	GREEN	STABLE	n/a	Local measure
The number of households living in temporary accommodation	88 households	83 households	94 households			<70 households	RED	NEGATIVE	n/a	Total number of households in Temporary Accommodation per (000s) households NSC, 0.89 England, 2.66 South West, 1.16 (Q3 2021/22)
More homeless, (or threatened with homeless), households who are prevented from being homeless	51.8%	54.9%	65.9%			60.0%	GREEN	POSITIVE	29 / 44	Local measure
The number of people in permanent care home placements age 65+	738 placements	750 placements	740 placements			Decreasing trend against long term avg.	GREEN	POSITIVE	n/a	Local measure
The number of people in permanent care home placements age 18 - 64	181 placements	186 placements	178 placements			Decreasing trend	GREEN	POSITIVE	n/a	Local measure
The number of carers' assessments undertaken	N/A	182	201			800	RED	POSITIVE	n/a	Local measure

Measure	Year End 2021/22	2022/23				Year-End Target	Predicted Year-End Status	Direction of travel	Number	National benchmarking
		Q1	Q2	Q3	Q4					
The number of people receiving support via Employment and Skills provision	565	323	450			400	GREEN	POSITIVE	n/a	Local measure
Claimant count for those on out of work benefits in North Somerset (aged 16-64 years)	2.8%	2.4%	2.3%			<3%	GREEN	STABLE	2,910 / 124,000	England, 3.8% South West, 2.6%
Claimant count for those on out of work benefits in North Somerset (aged 18-24 years)	4.7%	3.9%	3.9%			<5%	GREEN	STABLE	525 / 13,330	England, 4.4% South West, 2.8%
The percentage of 16-17 year olds who are NEET (not in education, employment or training) at the end of the period	2.7%	2.9%	1.5%			Decreasing trend	GREEN	POSITIVE	TBC	England, 3.8% South West, 2.6%
The percentage of assessment of completing within 45 working days (children social care only)	93.0%	84.9%	84.0%			Increasing trend	RED	STABLE	n/a	England, 87.6% South West, 86.8%
The percentage of re-referrals to children social care within 12 months of the previous referral	17.7%	13.2%	19.0%			Decreasing trend	RED	NEGATIVE	n/a	England, 22.7% South West, 22.7%
Rate of children on a child protection plan (rate per 10k)	21.2 per 10,000	23.05 per 10,000	22.36 per 10,000			Contextual (this measure is not targeted)		STABLE	n/a	n/a
The percentage of child protection plans started that were a second or subsequent plan	35.3%	30.4%	21.7%			Decreasing trend	GREEN	POSITIVE	n/a	England, 25.2% South West, 22.1%

Measure	Year End 2021/22	2022/23				Year-End Target	Predicted Year-End Status	Direction of travel	Number	National benchmarking
		Q1	Q2	Q3	Q4					
Rate of children in care (per 10k)	45 per 10,000	51.9 per 10,000	46.3 per 10,000			Contextual (this measure is not targeted)	POSITIVE	n/a	n/a	
The percentage of children in care with three or more placement moves - rolling 12 month period	13.0%	13.6%	16.0%			Decreasing trend	RED	NEGATIVE	n/a	
The percentage of children in care in long-term placement stability	71.0%	70.1%	72.0%			Increasing trend	GREEN	POSITIVE	n/a	
The percentage of care leavers (19-21 year olds) in suitable accommodation	94.8%	88.2%	94.0%			Increasing trend	GREEN	POSITIVE	n/a	
The percentage of care leavers (19-21 year olds) in education, employment and/or training	58.2%	45.1%	44.0%			Increasing trend	RED	STABLE	n/a	
The percentage of schools and settings rated 'Good' or better by Ofsted (all phases)	83.5%	87.0%	86.0%			Increasing trend	GREEN	STABLE	n/a	
An open and enabling organisation										
The percentage of customer satisfaction via telephone	99.0%	99.0%	99.0%			90.0%	GREEN	STABLE	1882 / 1902	Local measure
The percentage of staff satisfied working for the council remains high (staff survey)	80.0%	79.0%		-		Above 5 year average	GREEN	STABLE	n/a	Local measure
The percentage of staff satisfied with the way the council is run remains high (staff survey)	76.0%	71.0%		-		Above 5 year average	GREEN	NEGATIVE	n/a	Local measure

Measure	Year End 2021/22	2022/23				Year-End Target	Predicted Year-End Status	Direction of travel	Number	National benchmarking
		Q1	Q2	Q3	Q4					
The number of employed Apprentices and Apprenticeship funded training	N/A	49	51			Increasing trend	GREEN	POSITIVE	n/a	Local measure
The net business rates physically received within North Somerset	£52,723m	£22,927m	£37,616m			£54,303m	GREEN	POSITIVE	n/a	Local measure
The net council tax physically received within North Somerset	£148,394 m	£48,634m	£92,654m			£148,076m	GREEN	POSITIVE	n/a	Local measure
The overall % rate of in-year sundry debt collection	87.59%	92.4%	86.9%			80.0%	GREEN	NEGATIVE	76,626,300 / 88,153,387	Local measure
The percentage of employees who are accredited as carbon literate	14.0%	16.0%	17.0%			25.0%	GREEN	STABLE	TBC	Local measure

North Somerset Council

Report to the Executive

Date of Meeting: 08/02/2023

Subject of Report: Adoption of assets to North Somerset's Local Heritage List

Town or Parish: North Somerset

Officer/Member Presenting: Councillor Mark Canniford, Executive Member for Placemaking and Economy

Key Decision: No

Reason:

The proposal does not have a significant effect on the communities living or working in two or more wards and will not incur expenditure/savings of £500k or over

Recommendations

- To recognise the invaluable input of the Heritage Champion and the Scrutiny panel and to adopt the heritage asset being put forward in this report to the North Somerset Local Heritage List
- To delegate the necessary accounting treatment within the asset register and the balance sheet to the S151 Officer when closing the 2022/23 accounts.

1. Summary of Report

The purpose of the report is to provide key information in regard to the heritage asset being put forward for addition to the North Somerset's Local Heritage List.

The asset list found in Appendix 1 have meet at least one if the selection criteria for Local Listing and have been reviewed and approved for adoption by the Local Heritage List Panel in line with the adopted North Somerset Local Listing Procedure.

2. Policy

A local list is a tool to allow Council and Committees to give further considerations within the planning system to locally important heritage assets.

The adoption of a Local List is both supported by central government and the National Planning Policy Framework (NPPF).

Chapter 16, paragraph 185 of the National Planning Policy Framework (NPPF) states that:

Plans should set out a positive strategy for the conservation and enjoyment of the historic environment, including heritage assets most at risk through neglect, decay or other threats.

The Local List forms part of North Somerset Council plan to provide a positive strategy to conserve our historic environment.

The adoption of a heritage asset to a formal Local List will identify them as recognised heritage assets by the Council as having heritage significance; they are then considered to be material considerations in the planning process under paragraph 197 of the NPPF.

The Local List also allows the Council to meet the policy aims in Policy CS5 of the North Somerset Core Strategy (adopted 2012) which states that *-The Council will conserve the historic environment of North Somerset, having regard to the significance of heritage assets such as conservation areas, listed buildings, buildings of local significance, scheduled monuments, other archaeological sites, registered and other historic parks and gardens.*

Policy DM7 (Non designated heritage assets) within The Development Management Policies: Sites and Policies Plan Part 1 (adopted July 2016) will then become effective towards any heritage asset adopted as part of North Somerset Council's Local List.

3. Details

North Somerset Council has a rich and varied historic environment with many heritage assets listed as part of the statutory list by the Department of Culture, Media and Sport (DCMS). However, there are many other heritage assets which are important to the understanding and appreciation of North Somerset's heritage and are of value to the local street scene, wider landscape and local communities.

North Somerset Council, with assistance from Historic England, local interest groups, Town and Parish Councils and the public, is compiling a 'Local List' in order to highlight buildings, structures and archaeological sites which are of local importance.

The selected assets put forward in this report have met the criteria and gone through the procedure set out in the North Somerset local list management brief which details the process in which heritage assets are nominated and then assessed against the selected criteria by our independent panel for possible adoption on to the Local List.

4. Consultation

A consultation meeting with the Local Heritage List Panel was held on the 28/10/22 to discuss each of the nominations and vote on those to be put forward for official adoption on to the North Somerset's Local Heritage List.

5. Financial Implications

Costs & Funding

Funding of £2,800 has been secured through the Great Weston Heritage Action Zone from Historic England to support the work. The funding will allow the online publication of an accessible handbook and second handbook/update to include results of first year of nominations.

It will also cover the cost of a conference in Weston Museum on Local list development, and any training costs associated with the panel.

There is a possibility of a minimal increase in planning fees for the council as a result of processing of applications for Planning Permission or for pre-application enquiries.

Accounting Treatment

If any of the assets are currently owned/leased by NSC – they will be included within the Asset Register and Balance Sheet, and subsequently within the Statement of Accounts. These will be recognised, depreciated, and revalued in line with our accounting policies for:

- Property, Plant and Equipment (PPE),
- Recognition,
- Measurement, Impairment, and
- depreciation.

Updating any of the NSC owned/leased assets to Heritage status means that the asset will need to be reviewed in-line with these policies and may require: -

- a change of categorisation
- changes to the revaluation programme,
- Balance Sheet entries, and
- Statement of Accounts.

6. Legal Powers and Implications

There are no legal implications foreseen. Local Listing is controlled through planning policy and not cover by legislation.

7. Climate Change and Environmental Implications

The designation of assets to the North Somerset local list is not expected to have an effect on climate change and no permitted development rights are affected on any building added to the list that would prevent owners making their assets more energy efficient.

8. Risk Management

The council should be mindful that there will be assets within its ownership that may be nominated by third parties and considered to be of sufficient heritage value to be placed on the Local List. In the event that the council wishes to adapt or develop Locally Listed buildings to meet a strategic service objective or to progress the capital strategy for investment in assets, then this will need to be properly considered as part of the planning process.

9. Equality Implications

There are no implications foreseen, no permitted development rights are affected on any building added to the list that would prevent owners making changes to the asset in regard to accessibility needs. The designation process has included a full public consultation process.

10. Corporate Implications

The North Somerset Local List is consistent with the Corporate Plan objectives to protect the built environment.

There will be additional pressure on staff resources for the addition of information to the Historic Environment Record database, and possible extra requests for pre-application advice on land or built structures which are added to the Local List, but it is not considered that this will be significant.

11. Options Considered

The adoption of assets to the North Somerset Local List is optional but is an aspiration of the Great Weston Heritage Action Zone from which we have significant funding to aid with implementation of the Local List.

It is also endorsed by Central Government to aid local communities in protecting the heritage of their areas they consider important to them and their communities.

Author:

Kate Hudson-McAulay, Conservation and Heritage Officer

Appendices:

Appendix 1: Asset for Adoption to North Somerset Local Heritage List

Background Papers:

Historic England Local Heritage Listing HEAN7



<https://historicengland.org.uk/listing/what-is-designation/local/local-designations/>

North Somerset Council Local List Handbook

<https://www.n-somerset.gov.uk/my-services/planning-building-control/heritage-conservation/local-heritage-list>

Appendix 1: Asset for Adoption to North Somerset Local Heritage List

The nomination descriptions are taken from the Know Your Place website where members of the public have filled out the required information to nominate a heritage asset for Local Heritage Listing.

Asset Title	Description	Criteria Met
<p>Raglan Circus, 10-36 Upper Church Road</p> 	<p>This crescent-shaped terrace was built in the early 1850s, during the Crimean War. News came during construction that the body of Lord Raglan, commander of the British troops in the Crimea who had died in June 1855, was to be brought up the Bristol Channel for burial in Gloucestershire. Raglan Circus was named in commemoration of that event. Many of the houses are now guest houses or have been converted into flats. - Listed in the Great Weston Conservation Area Appraisal and Management Plan (CAAMP) as a Very Prominent Building (VPB)</p> <p>https://maps.bristol.gov.uk/kyp/?edition=nsom&layer=Community%20layer&x=331406.96&y=162037.06&extent=557.81</p>	<p>Aesthetic Historical</p>
<p>51 upper church road w-s-m</p> 	<p>The terrace in the right foreground of these photographs dates from the 1850s; the remainder of the road was built in the 1880s. This stretch of Upper Church Road was entirely residential until the late 1880s, when the ground floors began to be converted into shops. The road was still a busy local shopping area in the 1970s, when the photo on the right was taken. There is only a single convenience store in operation today, although the original Victorian shop front at No. 51 (at the far right of each photo) remains. - Listed in the CAAMP as a VPB</p> <p>https://maps.bristol.gov.uk/kyp/?edition=nsom&layer=Community%20layer&x=331494.47&y=162045.99&extent=557.81</p>	<p>Aesthetic Historical Evidential</p>
<p>Watcombe, 8 Shrubbery Road</p>	<p>Watcombe was built after 1898 in the second phase of the development of the Shrubbery Estate. It was one of several lodges and stables for the villas of the estate gathered around the Villa Rosa. Shrubbery Garage and taxi service was at one time operated from the premises by Mr. Albert E. Dyer who resided at Watcombe for many years. - Listed in the CAAMP as a VPB</p> <p>https://maps.bristol.gov.uk/kyp/?edition=nsom&layer=Community%20layer&x=331514.71&y=162069.81&extent=557.81</p>	<p>Rarity Aesthetic Historical Evidential</p>



Church Road Methodist Church



7 Eastfield Park

This Methodist Church was built 1879-81 in an elaborate Gothic style, with a slim needle spire, by Alexander Lauder of Barnstaple (1836-1921). Lauder designed several other churches and chapels in Devon, London and Manchester during his career. He was a fervent Wesleyan Methodist preacher and was Mayor of Barnstaple 1885-87. - Listed in the CAAMP as a VPB

<https://maps.bristol.gov.uk/kyp/?edition=nsom&layer=Community%20layer&x=331565.91&y=162060.88&extent=523.88>

Aesthetic
Historical
Evidential

Eastfield Park is another of Weston's Victorian private housing estates. It was built in the 1870's on one of the old common fields of Weston when it was still a village and known as the East Field. One of several substantial houses, "Highcroft" has a four-storey tower and its gable roofs are supported by pairs of carved stone brackets rather than bargeboards. - Listed in the CAAMP as a VPB

<https://maps.bristol.gov.uk/kyp/?edition=nsom&layer=Community%20layer&x=332586.87&y=162175.77&extent=557.81>

Aesthetic
Historical



Upper Gate Lodge, Milton Cemetery



27, Milton Road and associated gates/gate posts

The Gothic-style upper gate lodge was designed by Charles E Davis of Bath, the designer of the cemetery itself. The lodge is built of pink limestone, which was quarried on site. - Listed in the CAAMP as a VPB Group value with chapel.

<https://maps.bristol.gov.uk/kyp/?edition=nsom&layer=Community%20layer&x=332723.2&y=162113.86&extent=523.88>

Aesthetic
Historical
Evidential

Milton Road is an ancient route to the hamlet of Milton. By 1886, there were relatively few houses beyond the junction with Ashcombe Road. This property was built in the mid 19th century as the lodge to Ashcombe House. Since 1917, it has been the south lodge to the cemetery. This forms group with the gates to the cemetery at this end which were formally part of the Ashcombe House estate- Listed in the CAAMP as a VPB

<https://maps.bristol.gov.uk/kyp/?edition=nsom&layer=Community%20layer&x=332866.67&y=161688.21&extent=523.88>

Aesthetic
Historical
Evidential



The Old Stable w-s-m



The Heritage Centre w-s-m

In 1886, Thomas Cogle, purveyor of meat and farmer of 23 West Street, commissioned Hans Price & Wooller to build a coach house, stable and grooms' quarters on an empty site in Wadham Street, now No. 19. The L-plan building is of rock-faced stone with gabled front and rear ranges and a lower connecting range. After the need for stabling had ended, The Old Stable became a pub and restaurant. Giovanni Ferrari ran 'La Stalla', Italian restaurant for many years until late 2019 when it became The Old Stable once more, offering carvery meals. - Listed in the CAAMP as a VPB

<https://maps.bristol.gov.uk/kyp/?edition=nsom&layer=Community%20layer&x=331829.83&y=161787.18&extent=232.42>

Built in the 1890s it was workshops and stables. Leavers the hardware shop had it as a warehouse and there once was a jazz club upstairs called the JL Club. You can still see the initials 'JL' on the brickwork which is for Jimmy Leaver. The building was restored in the 1980s by the Civic Society and was a Heritage Centre it is currently a Business Centre and called The Stable - Listed in the CAAMP as a VPB

<https://maps.bristol.gov.uk/kyp/?edition=nsom&layer=Community%20layer&x=331848.68&y=161769.02&extent=130.97>

Aesthetic
Historical
Evidential

Aesthetic
Historical
Communal



Boulevard United Reformed Church (former Boulevard Congregational Chapel)



Former Burtons, 31-35 High Street

The shell of Boulevard Congregational Church following two consecutive nights of bombing starting on 28th June 1942. Firebombs fell quickly, some took a hold in the building and eventually it was enveloped in flames. Thus, a church which had been standing for 60 years was destroyed overnight. The Gothic style Boulevard Congregational Chapel was built in 1875/1876 to a design by T L Banks and replaced the smaller chapel on High Street. Badly damaged during the bombing raid of 28th/29th June 1942, the chapel was demolished and replaced by the current building (now the United Reformed Church) which was completed in 1959. - Listed in the CAAMP as a VPB

<https://maps.bristol.gov.uk/kyp/?edition=nsom&layer=Community%20layer&x=332043.94&y=161701.9&extent=130.97>

A former Burtons store of c.1932 by architect Harry Wilson (company architect from early 1920s to c.1937). Built in the Art Deco style. It has elephant capitals which are a common motif for a small group of Burton stores built around 1931-2 (cf those at Barking (1931), Belfast (Ann Street), Cardiff (Queen Street), Greenwich (1932), Halifax (1932), Oldham, Streatham (1932), and Wolverhampton). Heritage England rejected a listing application in 2018. Information from the HAZ project. - find listing report - Listed in the CAAMP as a VPB

<https://maps.bristol.gov.uk/kyp/?edition=nsom&layer=Community%20layer&x=331925.57&y=161411.39&extent=232.42>

Age
Aesthetic
Historical
Communal
Evidential

Age
Aesthetic
Historical
Evidential



Former The Shaftesbury Hotel, Regent Street. (Magdala)

The Shaftesbury Hotel was part of Magdala Buildings which were designed by Weston's foremost Victorian architect Hans Fowler Price in 1870. It was a popular place to stay owing to its proximity to the town's original railway station. It was described in 1905 as a "high class temperance establishment." This photograph was probably taken pre-1910. Built in 1869 to the design of Hans Fowler Price, Weston's foremost Victorian architect. At the centre of the angled block was the Shaftesbury Hotel, described in 1905 as a "high-class temperance" establishment. The building was named to commemorate the Battle of Magdala which was the conclusion of the British Expedition to Abyssinia and was fought in 1868. - Listed in the CAAMP as a VPB

Aesthetic
Historical
Evidential

<https://maps.bristol.gov.uk/kyp/?edition=nsom&layer=Community%20layer&x=332093.95&y=161329.24&extent=557.81>



1-17 The Centre

The Centre is a curved parade of Art Deco shops with flats above, built c.1933 and designed by local architects Leete & Darby who also designed the Art Deco houses in Station Road/Neva Road. The design originally incorporated an illuminated glass canopy above the shop fronts, which had deteriorated by the 1990s/2000s and was duly removed. The Centre had become increasingly shabby but was renovated and restored in 2016 using consistent materials and a bright colour scheme to create a striking Miami-style Art Deco effect. Information uploaded as part of the High Street HAZ project. - Listed in the CAAMP as a VPB

Age
Aesthetic
Historical

<https://maps.bristol.gov.uk/kyp/?edition=nsom&layer=Community%20layer&x=332119.55&y=161222.08&extent=523.88>



Lalonde Bros & Parham Offices (Nightingales building) w-s-M



Currently a storage facility, this building was designed in 1904 by local architects Price & Jane for the auctioneers and estate agents Messrs Lalonde Bros & Parham. The building was completed by February 1905. In 1886 Emille Lalonde, the son of French emigrants who had settled in Weston in the 1870s, married Kitty, the daughter of his employer Samuel Norton, an auctioneer and valuer based in West Street. Lalonde was subsequently made a partner in the renamed Norton Son & Lalonde. Samuel Norton died in 1894 and Emille brought his younger brother Septimus into the firm, now called Lalonde Bros. A third brother, William, had opened a furniture shop in Weston, which necessitated the ownership of a horse-drawn van. It was this vehicle that first connected the Lalonde name with the removal business, which began in 1895. When Septimus Lalonde married, his new brother-in-law was Salisbury estate agent Ernest Parham. This connection brought together auctioneers, valuers, removers and estate agents into one family. Ernest Parham joined the Lalonde brothers in a new business venture, and the first office of Lalonde Bros & Parham opened in Bristol in 1898. To accommodate expansion of the business, a striking furniture warehouse was designed in 1904 by local architects Hans Price and William Jane. Costing several thousand pounds to build, the warehouse opened in February 1905, the occasion marked with a dinner for the firm's employees. The Station Road building has remained linked to the removals business and is currently occupied by a home storage company. Information uploaded as part of the High Street HAZ project. - Listed in the CAAMP as a VPB

<https://maps.bristol.gov.uk/kyp/?edition=nsom&layer=Community%20layer&x=332201.4&y=161147.22&extent=218.28>

Aesthetic
Historical
Evidential

Oaklands, 26, Severn Road.



Unusual house of brick and stone, with half-timbered gable and other Arts & Crafts influenced features. Built by 1903. - Listed in the CAAMP as a VPB

<https://maps.bristol.gov.uk/kyp/?edition=nsom&layer=Community%20layer&x=331955.07&y=160386.71&extent=523.88>

Rarity
Aesthetic

Former Congregationalist Chapel, Moorland Road



The Old Chapel, now flats, is a Gothic building of rubble stone with freestone dressings and tracery in the west window. The current church was built in 1925 to designs by Fry, Patterson and Jones. On 16th November in that year, two commemorative stones were laid in the west elevation to celebrate the centenary of Congregationalism in Weston. The church succeeded a schoolroom of 1894 and a temporary tin church of 1904 on the site. - Listed in the CAAMP as a VPB Fry, Patterson and Jones – succeeded Hans Price as architects in Weston

<https://maps.bristol.gov.uk/kyp/?edition=nsom&layer=Community%20layer&x=331925.08&y=159855.88&extent=218.28>

Aesthetic
Historical
Communal
Evidential

Anti-aircraft battery, Sheepway

'Battery' is an historic term which refers to a cluster of cannons acting as a group. WWII artillery batteries are in a way updated versions of these and contained large guns, missiles or rockets to aid in the defence against planes or tanks. Due to the size and weight of these weapons they were anchored to the spot in strategic places as they were not easily movable. Today what is left of a WWII battery is usually the platform that the weapons were mounted on. This can be seen at the remains of the anti-aircraft battery at Sheepway. The building also still has the the silhouette of a Heinkel bomber painted on a magazine wall following it being shot down (N Roberts 1981, Bristol's Answer to the Luftwaffe, BARG Review 2, 59-65).

<https://maps.bristol.gov.uk/kyp/?edition=nsom&layer=Community%20layer&x=348700.82&y=176580.58&extent=4191.01>

Historical
Evidential



Standing stone near Gout House Farm



Wake & Dean / Avalon Warehouses

A standing stone of dolomitic conglomerate about 1.8m high and 0.5m square. Likely of Bronze Age date.
<https://maps.bristol.gov.uk/kyp/?edition=nsom&layer=Community%20layer&x=340400.26&y=160859.22&extent=523.88>

Former furniture factory relocated to Yatton from London 1900s
 Rarity – Although there were other factories in the village, none reached the scale of this one in its heyday. At its peak it had its own railway siding.

Historical
 Evidential

Historical
 Communal
 Rarity
 Aesthetic



Social and Commercial Value – The factory was one of, if not the main employer in the village, and must have brought prosperity to the village. Talking to native villagers many have stories of working or having family who worked in the factory.

Visual/Aesthetic interest - Most of the factory was demolished, and the land built on, but these warehouses/workshops survived and are a reminder of Yatton’s industrial past. The design is classic factory design often see in industrial areas, but sadly disappearing from smaller communities.

Brief History:

Wake and Dean was a business founded in London in the 1800s. It began its move to Yatton in 1899, with equipment and manufacturing being gradually transferred. The move was completed in 1917. The company brought their workers with them, and more Londoners subsequently came to join them. Railway sidings were added in 1919 for ease of unloading raw materials. In the early 1930 a larger, more modern factory was built. Between 1936 and 1940 accommodation was built, some for sale, but the bulk for rental by staff. In 1939, 69 houses were built in Wakedean Gardens. The factory had varying fortunes over the years, undergoing restructures to try to survive the economic conditions. In the 1970s Avalon, as it was now known, experienced a resurgence in fortunes, assisted in part by a publicity campaign featuring TV personality Katie Boyle. The factory finally closed in 1984, with the contents of the factory being auctioned, and most of the buildings being demolished.

(Source: Yatton Yesterday No 6 pp 19-26 and Yatton Yesterday No 7 pp 40-49.)

<https://maps.bristol.gov.uk/kyp/?edition=nsom&layer=Community%20layer&x=342416.69&y=166409.05&extent=1047.75>

Dock Master's House, Portishead



The Dock Master’s House is a substantial building situated above the pier and the original docks, now the Marina. It is constructed of dressed stone with sash windows and tall decorative chimneys. The windows face different directions across the Bristol Channel in order that the Dock Master could see the ships on the ‘Kings Road’ shipping lane, those coming into port and the activity on the docks. The Dock Master’s House stands as an important reminder of the industrial and nautical heritage of Portishead. The Dock Master’s House is a unique building within Portishead, and an example of the Victorian style using local materials. The Dock Master’s House was built at the height of the iron and steel era in the 1860s at the same time as the Bristol Port Railway and Pier Company built a larger pier, deep-water dock and a broad-gauge railway line from Bristol. It was used mainly as a commercial dock although steamers carried passengers to and from Ilfracombe and the Welsh coastal ports. This asset meets the following criteria: age, rarity, historical association and visual/aesthetic interest.

<https://maps.bristol.gov.uk/kyp/?edition=nsom&layer=Community%20layer&x=347528.05&y=177498.55&extent=1047.75>

Historical
Communal
Rarity
Evidential

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North Somerset Council

Report to the Executive

Date of Meeting: 8 February 2023

Subject of Report: Pre-consultation sign-off of the draft Local Flood Risk Management Strategy – in preparation for public consultation (February-March 2023)

Town or Parish: All

Officer/Member Presenting: Cllr Mike Solomon - Executive Member for Neighbourhoods and Community Services

Key Decision: Yes

Reason:

The strategy addresses how we propose to manage local flood risk across North Somerset.

Recommendations

To approve the draft local flood risk management strategy document for public consultations.

1. Summary of Report

- 1.1 North Somerset Council has been developing its draft Local Flood Risk Management Strategy (LFRMS).
- 1.2 Having a LFRMS is a statutory requirement under the Flood and Water Management Act 2010. Consultants wrote the first version in 2014, and this is a revised version based on current best practices and has been developed by the Council's Flood Risk Team.
- 1.3 Preparing for flooding is vital in North Somerset because there are around 2,100 properties at risk of surface water flooding for a 1 in 100-year event. This is likely to increase with climate change; by 2080, as many as 11,000 properties could be at risk. Flooding to low-lying land from the sea and tidal estuaries is a principal flood risk source within North Somerset. Without defences in place approximately a quarter of the area of North Somerset is at risk of flooding. However, the tidal flood defence network across the study area is well-developed and extensive; therefore, flooding rarely occurs due to high tidal levels alone. Climate change and associated sea level rise will increase this risk.
- 1.4 The draft LFRMS has been developed with other flood risk management authorities such as North Somerset Levels Internal Drainage Board, Wessex Water and the

Environment Agency. This ensures that a partnership approach will continue through the North Somerset Local Flood Risk Management Partnership.

- 1.5 The draft LFRMS has objectives and actions adapted from the Environment Agency’s National Flood and Coastal Erosion Risk Management Strategy for England.
<https://www.gov.uk/government/publications/national-flood-and-coastal-erosion-risk-management-strategy-for-england--2>

Objectives

- OB1 - A flood resilient North Somerset
- OB2 - Today’s growth and infrastructure in North Somerset being resilient in tomorrow’s climate
- OB3 - North Somerset ready to respond and adapt to local flooding

Actions

- A1 - Appropriately maintaining assets
- A2 - Inputting into planning
- A3 - Regulating surface water activities
- A4 - Making North Somerset flood resilient
- A5 - Investigating surface water flooding and assets
- A6 - Using natural flood management
- A7 - Scheme opportunity assessment: understanding where in North Somerset large schemes to reduce flood risk would be viable

- 1.6 The strategy consists of seven parts that break down this complex subject into discrete, easily read documents. The sections are self-contained and can be actively used by the North Somerset Council Flood Risk Team when engaging with residents and businesses. These seven parts are:

Part A	Local Flood Risk Reduction Actions in North Somerset	This will explain what all the relevant organisations working together aim to achieve
Part B	A Guide to North Somerset Flood Risk Management Authorities	An explanation of who does what in North Somerset
Part C	A Guide to Flood Risk Funding	An explanation of how flood risk activities can be funded in North Somerset
Part D	North Somerset Natural Flood Management	How natural features and land management can slow the flow, thereby reducing flood risk
Part E	Flood Resilient North Somerset	How local communities can be more resilient to flooding, adapt and recover more quickly when flooded
Part F	Small Watercourse Maintenance Good Practice	A guide to maintaining small watercourses for flood risk and wildlife
Part G	North Somerset Coastal Flood Risk Awareness	An explanation of the risk from coastal flooding and the impact of climate change and sea level rise

- 1.7. The strategy aims to produce a readable, engaging, plain English document that can easily explain a complex subject. The complexity of legislation is highlighted in a

diagram showing the relationship between national legislation and local strategies and policies.

- 1.8 A decision is sought to approve the draft LFRMS document for public consultation.
- 1.9. Following the consultation, the final LFRMS document will be returned to the Executive for approval.
- 1.10 A draft Executive Summary (Appendix A) and complete Local Flood Risk Management Strategy (Appendix B) have been prepared.

General information about reporting flooding

Because of the recent bad weather, the below describes how residents can report concerns about surface water flooding and highway drainage:

High rainfall can affect all of us in different ways and there is a complex interaction between different types of flooding. One of the most obvious impacts of heavy rainfall is flooding of the highway. We maintain thousands of gullies on public land and their connections to the drainage system along roads. Residents are advised that if they notice a problem they should report it to the highway team, through the channels available.

<https://www.n-somerset.gov.uk/my-services/nuisances-pollution-environmental-issues/flooding-drainage/drainage>

More serious flooding is that which affects homes and businesses, and it is essential that all such incidents are recorded to assist with the development of the strategy and the planning of future works. Residents are advised to report this more complex type of flooding to the flood risk team via this link: <https://www.n-somerset.gov.uk/my-services/nuisances-pollution-environmental-issues/flooding-drainage/reporting-flood>

2. Policy

- 2.1 The LFRMS is a key strategic document that interacts with a wide range of national strategies and policies, including:
 - Environment Agency's National Flood and Coastal Erosion Risk Management Strategy for England
 - Environment Agency Flood Risk Management Plans
 - North Somerset's Strategic Flood Risk Management Assessment
 - North Somerset's Green Infrastructure Strategy

3. Details

- 3.1 The Flood and Water Management Act 2010 states that North Somerset Council must implement a local flood risk management strategy.
- 3.2 'Local' flooding in North Somerset means the risk of excess water from manufactured drainage systems, small watercourses, rainfall flowing off the land and when water rises from below ground to above the surface. Although this strategy does not explicitly cover flooding from the sea or larger watercourses and rivers, as that is the responsibility of the Environment Agency, some of the measures discussed will apply to any flooding.

3.3 The strategy has been broken down into seven sections for the reader's ease as the subject area is complex. The LFRMS produced in the past by this authority and others have tended to be long technical documents impenetrable by a non-technical reader.

Each of the seven chapters is described in more detail below.

3.4 Part A - Local Flood Risk Reduction Actions in North Somerset starts with an introduction to Flood Risk in North Somerset and details the number of properties at risk now from different types of flooding. It then explains what that risk means, where to find flood risk maps and how to interpret them.

3.5 The objectives for the LFRMS have been adapted from the Environment Agency's National Flood and Coastal Erosion Risk Management Strategy for England. The LFRMS must relate to and accord with the national strategy. This comes from the Flood and Water Management Act 2010, which lists detailed requirements to be included within the strategy. The LFRMS must also relate to the recently approved Flood Risk Management Plans, which the Environment Agency has updated on behalf of North Somerset Council, and the final plans were due to be published in Autumn 2022. Flood risk management plans (FRMPs) show how organisations, stakeholders and communities will work together to manage flood risk in England. Flood risk management plans for England to cover the period from 2021 - 2027. These strategic plans explain the objectives and the measures (actions) needed to manage flood risk at a national and local level.

Details of these plans can be found here:

<https://www.gov.uk/government/collections/flood-risk-management-plans-2021-to-2027>

There is also an interactive Flood Plan Explorer that presents the objectives and measures on maps.

<https://environment.data.gov.uk/flood-planning/explorer/cycle-2/home>

3.6 The objectives of the LFRMS are:

- i. A flood resilient North Somerset
- ii. Today's growth and infrastructure in North Somerset being resilient in tomorrow's climate
- iii. North Somerset ready to respond and adapt to local flooding.

They apply collectively to all the risk management authorities (RMAs) that deal with surface water flooding, and these are:

- North Somerset Council as the Lead Local Flood Authority
- North Somerset Council as the Highway Authority
- North Somerset Levels Internal Drainage Board
- Wessex Water
- National Highways

The effect of the strategy is that the risk management authorities must act in a manner consistent with the local strategies and guidance.

3.7 A series of actions and an associated action plan define how the objectives will be delivered in North Somerset. Some actions are the continuation, improvement and extension of the vital day to activities of the RMAs, and others are new actions to make North Somerset more flood resilient.

The actions are:

- A1. Appropriately maintaining assets: Ensuring that maintenance of flood risk infrastructure continues in an economically beneficial way that is compatible with broader aspirations such as biodiversity net gain and the green infrastructure strategy.
- A2. Inputting into planning: Ensuring that appropriate, timely and effective responses are made to planning application consultations with the aim that any new development will not be detrimental in terms of broader flood risk and, where possible, can have a positive impact in reducing flood risk overall.
- A3. Regulating surface water activities: Ensuring that the consenting and enforcement powers of the RMAs are used effectively to make North Somerset more flood resilient.
- A4. Making North Somerset Flood resilient: A flood resilience approach aims to reduce the impact and damage caused by floodwater. This can mean a combination of several small actions, such as being prepared for a flood; knowing what to do in a flood; being able to recover from a flood quickly; changing a property so there is less damage when it floods; and adapting a community so that flooding has less of an impact. This is a detailed and complicated area that is covered in Part E - Flood Resilient North Somerset.
- A5. Investigating surface water flooding and assets: Under the Flood and Water Management Act 2010, North Somerset Council must investigate the actions of RMAs regarding any flood event to understand if they performed their function effectively. NSC also must compile a list of structures or features that significantly affect flood risk in the area. Although this was carried out ten years ago, it will require updating based on forthcoming national standards to be published by the Environment Agency.
- A6. Using natural flood management: This subject has a separate chapter (Part D) and explains how to use natural features and the land to slow water flow and provide a flood risk benefit downstream.
- A7. Scheme opportunity assessment: This is a separate project intended to be a high-level flood risk assessment of the highest risk communities across North Somerset; and then to identify potential options for mitigation, cost them and assess the cost-benefit ratio for each mitigation option. The funding needed to deliver each scheme will be calculated, with potential funding options identified. Opportunities for nature-based solutions will be the first consideration for any mitigation option. Funding for this complex project has been sought from the Environment Agency.

3.8 An action plan is appended to Part A and contains detailed specific actions for each risk management authority.

3.9 The other standalone chapters are:

- Part B – A guide to RMAs: This explains what risk management authorities are, who fulfils what role and their duties, responsibilities and functions. This is specific to North Somerset.
- Part C – A guide to flood risk funding: aims to explain the complexities of flood risk funding and the principles of cost-benefit ratios required by the Environment Agency that will be the core of any external funding application for capital schemes.
- Part D – North Somerset Natural Flood Management (NFM): explains the principles of NFM, the different types of features that can be used and how they can be used in North Somerset.
- Part E – Flood resilient North Somerset: This explains what flood resilient actions can be undertaken in North Somerset, not only by RMA's but also by

communities, businesses and individuals to help them better plan, respond to, and recover from flooding and coastal change.

- Part F – Small watercourse maintenance good practice. North Somerset has significantly more than the national average watercourses across its district. If these are forgotten and neglected, they can pose a flood risk to adjacent properties, and open water habitats can be lost, impacting wildlife. This guide provides simple steps that homeowners and landowners can take in managing watercourses they have a responsibility for.
- Part G – North Somerset coastal flood risk awareness: This is an introduction to the coastal flood risk present within North Somerset. It explains how we are protected by flood defences and the challenges that will be faced with a changing climate and associated sea level rise.

4. Consultation

- 4.1 It is proposed that the consultation runs for eight weeks commencing February 2023.
- 4.2. We will use North Somerset Council's online portal as the host website for information and submission of responses.
- 4.3 The consultation will encourage residents to report flooding of the highway and also flooding of homes and businesses.
- 4.4 There is a range of key audiences for this consultation whom we will engage with through various methods, including the Council's website, social media, North Somerset Life and eLife, and utilising known contacts of the various organisations. This will harness as much involvement from residents, businesses and stakeholders as possible.
- 4.5 Key audiences include the following
 - The wider public who are at risk of flooding through an online consultation on the strategy
 - Members of the public with a specific interest in flood risk management through direct engagement where they are known to the Flood Risk Team
 - Professional organisations (Flood Risk Management Authorities such as the Environment Agency, Wessex Water and The North Somerset Levels Internal Drainage Board) with interests in flood risk management through early engagement during the production of the strategy
 - Town and Parish Councils through two meetings in the north and south of the district.
- 4.6 Internally, we will address an all councillors informal scrutiny panel during the consultation period.
- 4.7 We will engage closely with other teams within NSC to ensure that we manage the information and messaging around our LFRMS public consultation consistently and clearly.

5. Financial Implications

Costs

- 5.1 The LFRMS has no immediate direct financial impact. However, the document will inform and shape our strategy for financial allocations from within existing resources and our bidding and project development priorities.

Funding

- 5.2 Many schemes will require external funding, and these usually require some element of match funding (for example, through secured revenue funding).
- 5.3 The LFRMS outlines potential funding sources for proposals where this is known. The delivery of the LFRMS projects will require further funding for proposals to be developed and delivered. This will be sought as appropriate opportunities, e.g., through external grants, become available. North Somerset Council has a good track record in securing external and Government funding through bids.
- 5.4 Any future scheme or project that requires additional funding will go through the usual council processes.
- 5.5. The LFRMS also outlines a range of existing and proposed activities, some already funded and some by internal revenue funding streams. Other proposals may require additional funding to be sought.
- 5.6. Where resources (including additional staff) are required, this will be dealt with via the processes of the MTFP.
- 5.7. As with any new or changed infrastructure schemes, indirect costs or savings may be associated (e.g., maintenance).

6. Legal Powers and Implications

- 6.1. The LFRMS is a statutory document that creates commitments and statutory requirements on the Council, legal, financial and otherwise. These commitments have been carefully considered and are consistent with existing duties and responsibilities. There are no land or property implications, as any schemes proposed would remain subject to the usual consultation, planning and land acquisition requirements.

7. Climate Change and Environmental Implications

- 7.1 The LFRMS objectives and associated actions demonstrate the commitment to addressing the climate and nature emergency, which are intrinsic to the strategy's purpose.
- 7.2 The key area for identifying how the LFRMS will specifically address climate and environmental implications is in the Action Plan. Projects are associated with the objective most appropriate to their primary aim.

8. Risk Management

- 8.1 If the draft LFRMS document is not approved, changes will be made to the document and public consultation will happen later.
- 8.2. If implemented, it would provide an extensive range of positive outcomes, including (but not limited to) delivery on the Council's efforts to address the climate and nature emergency and make North Somerset more flood resilient. All of these are corporate aims and objectives for North Somerset Council.
- 8.3. As individual schemes are developed, these will be subject to appropriate risk management procedures.

9. Equality Implications

Have you undertaken an Equalities Impact Assessment? No.

- 9.1 The LFRMS directly addresses inequalities as those most impacted by flooding are the most vulnerable in society.
- 9.2. As schemes are developed, North Somerset Council officers will engage closely with user/interest groups to ensure that proposed interventions reflect the needs of vulnerable users.
- 9.4. The latest guidance and design standards will be followed during the design and construction of schemes, and it is not foreseen that any deviations from standards will be required.

10. Corporate Implications

- 10.1 The LFRMS document supports the North Somerset Council policies outlined in Section 2 above.

11. Options Considered

- 11.1 Not developing the LFRMS would make it difficult for the district to deliver key Council objectives around the Climate and Nature Emergency and statutory requirements, as well as putting us at a disadvantage when applying for Environment Agency and other external funding for flood risk schemes. We have therefore considered that not producing this document is not an option. Presentation of a less ambitious strategic approach will fail to deliver on our corporate aims and ambitions.

Author:

Simon Bunn (Flood Risk Manager)

Appendices:

Appendix A - draft Executive Summary of the Local Flood Risk Management Strategy, attached separately due to size constraints.

Appendix B - Local Flood Risk Management Strategy, attached separately due to size constraints.

Appendix C – Legislative context diagram

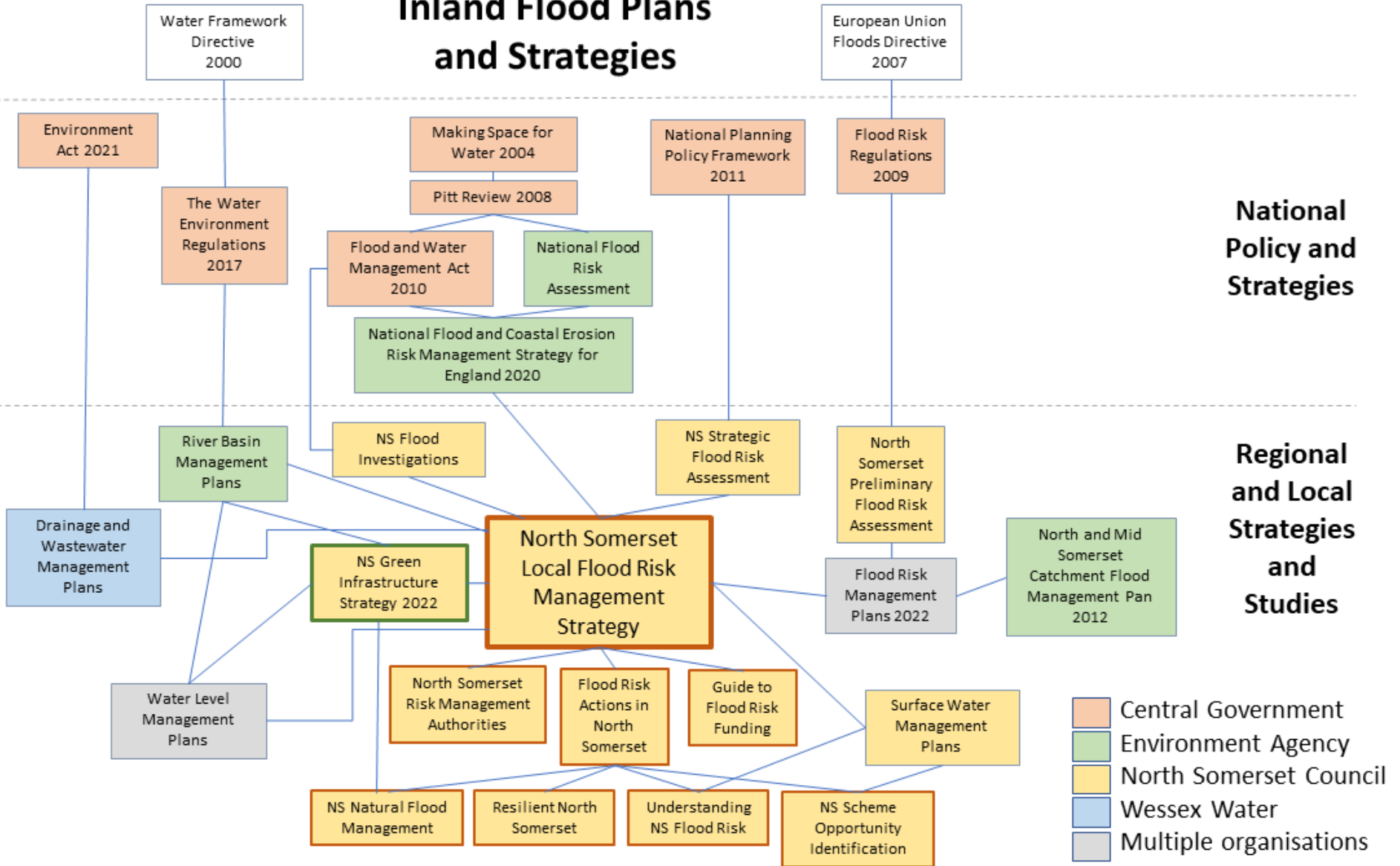
Background Papers:

Informal Place Policy and Scrutiny Panel: All-Member engagement – North Somerset Local Flood Risk Management Strategy – 25 October 2022

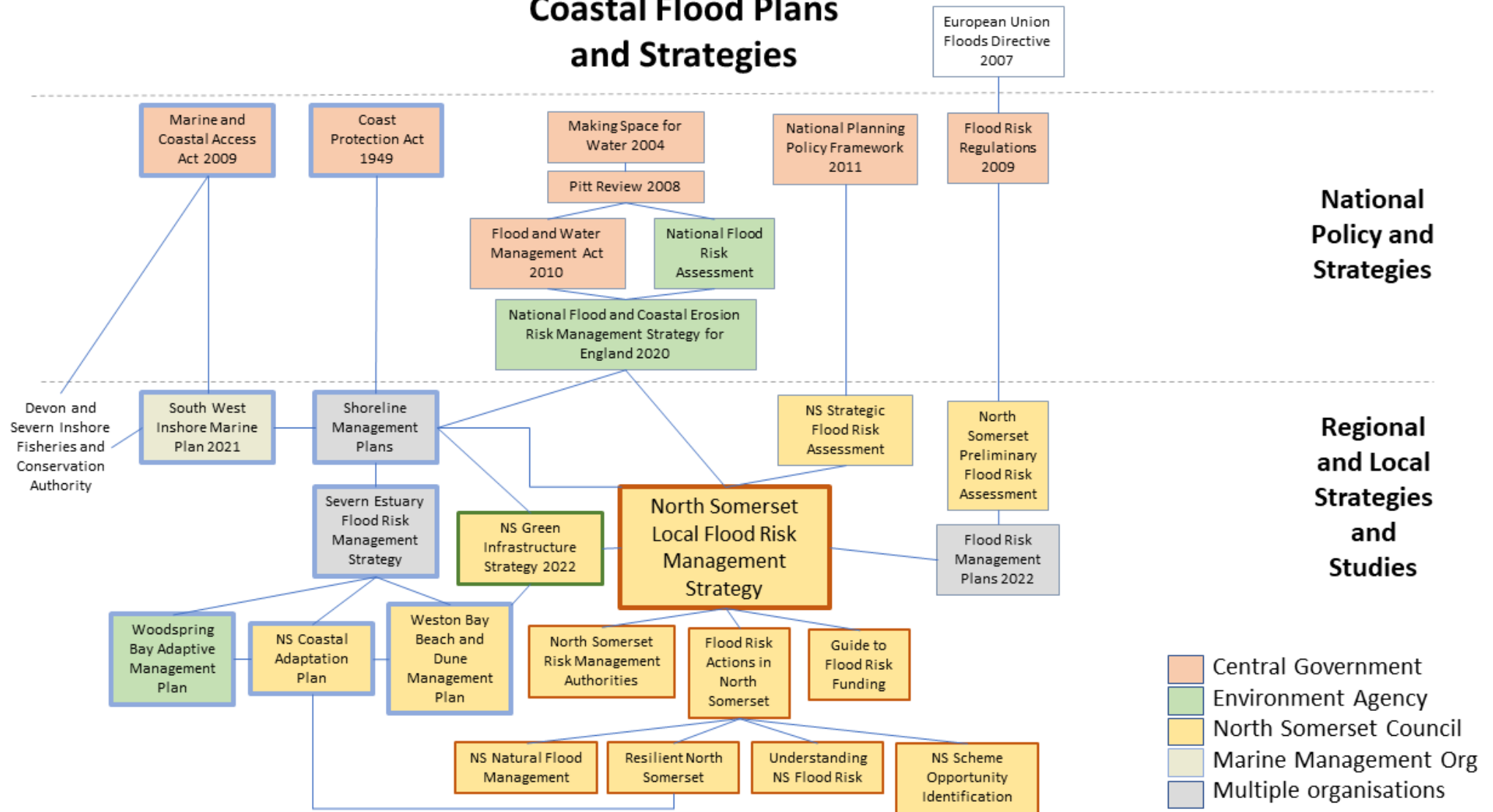
Appendix C – Legislative Context Diagram

Inland Flood Plans and Strategies

Page 669



Coastal Flood Plans and Strategies



Local Flood Risk Management Strategy for North Somerset

Part A – Introduction and Local Flood Risk Reduction Actions in North Somerset

Page 671

Contents

- 1.0** Introduction
- 2.0** Understanding the risk of flooding in North Somerset
- 3.0** Risk of flooding explained
- 4.0** Flood risk in North Somerset
- 5.0** North Somerset local flood risk management objectives
- 6.0** How North Somerset Council will turn the objectives into actions
- 7.0** Climate change impacts
- 8.0** Local flood risk reduction actions
 - 8.1** Local flood risk reduction action A1 – appropriately maintained assets
 - 8.2** Local flood risk reduction action A2 – inputting on planning
 - 8.3** Local flood risk reduction action A3 – regulating surface water activities
 - 8.4** Local flood risk reduction action A4 – making north somerset flood resilient
 - 8.5** Local flood risk reduction action A5 – investigating surface water flooding and assets
 - 8.6** Local flood risk reduction action A6 – using natural flood management
 - 8.7** Local flood risk reduction action A7 – scheme opportunities assessment
- Appendix A** Local flood risk management strategy action plan

1.0 Introduction



The Flood and Water Management Act 2010 states that North Somerset Council must implement a local flood risk management strategy.

Preparing for flooding is vital in North Somerset because there are around 4300 properties at medium risk of flooding (between 1% and 3.3% chance of happening each year, also known as a 1 in 100 year event). Flooding to low-lying land from the sea and tidal estuaries is a principal flood risk source within North Somerset. Without defences in place, approximately a quarter of the area of North Somerset is at risk of flooding. However, the tidal flood defence network across the study area is well-developed and extensive; therefore, flooding rarely occurs due to high tidal levels alone. Climate change and associated sea level rise will increase this risk. By 2080, without improvements to flood defences, as many as 63000 properties could be at risk.

This strategy sets out our objectives and actions to make your community more resilient to local flooding.

Although this strategy does not cover flooding from the sea or larger watercourses and rivers, as that is the responsibility of the Environment Agency, some of the measures discussed will apply to any flooding.

'Local' flooding in North Somerset means the risk of excess water from manufactured drainage systems, small watercourses, rainfall flowing off the land and when water rises from below ground to above the surface. This is referred to as surface water flooding and groundwater flooding throughout this strategy.

2.0 Understanding the risk of flooding in North Somerset

A significant part of North Somerset is at risk of flooding.

Flooding can be from different sources:

The sea (also known as tidal or storm surge)



North Somerset has flood defences along the coast that provide a level of protection from storms. The defences are a mixture of walls, earth embankments and dunes. However, there is always a small risk that the storm will be larger than the defences have been designed for and could be overtopped, or a defence could fail.

Parts of the moors in North Somerset are also below sea level. Nailsea Moor is 2.5 metres below some of the highest tides that happen each year. There would be considerable flooding if the sea defences were not along the coast.

Rivers (sometimes called fluvial)



Page 675

Large rivers flow through North Somerset, such as the Blind Yeo, The River Axe and The Portbury Ditch. These tidal rivers have gates and flaps to prevent high tides from flowing in land and flooding low-lying areas. It also means that water cannot flow out to sea at certain times of the day. This is known as tide locking and can cause the rivers to flood with heavy rainfall.

Many rivers in North Somerset have been straightened, widened and moved from their original natural course. This means they are slow-moving and, combined with tide locking, can lead to flooding. Any flooding will also take a long time to drain away after the storm has passed.



Small watercourses (can be called fluvial, pluvial or surface water flooding)



The water levels are managed through numerous weirs that hold the water higher in the summer months for agricultural and ecological benefits. Water levels are lowered in winter to provide additional storage for winter rainfall.

North Somerset is full of minor watercourses, often called rhynes, that artificially drain the levels and moors. These have slow-moving water and are more like small canals. The water levels are actively managed and can overflow in prolonged heavy rainfall.

Surface water (also known as flash flooding and sometimes called pluvial)

When heavy rain ponds, pools and flows across land and roads, finding its way to low spots and overwhelms drains and small watercourses and causing flooding. This often happens suddenly without warning, is difficult to predict and therefore to protect properties from.

Surface water flooding is a risk because many people don't know they are at risk. Flooding is often associated with rivers and the sea, but even properties on hills can be affected by this type of flooding. Rain that falls on the summit of hills can flow very fast down steep slopes and cause properties to flood. In dry weather, there is often no indication that this may be a risk to some areas.

One of the most obvious impacts of heavy rainfall is flooding of the highway. We regularly empty and clean gullies on public land and their connections to the drainage system along roads. If you notice a problem please report it to the highway team, through the channels available. <https://www.n-somerset.gov.uk/my-services/nuisances-pollution-environmental-issues/flooding-drainage/drainage>

More serious flooding is that which affects homes and businesses, and it is essential that all such incidents are recorded to assist with the development of this strategy and the planning of future works. If your home or business has experienced surface water flooding inside your home please report it to the flood risk team via this link: <https://www.n->

[somerset.gov.uk/my-services/nuisances-pollution-environmental-issues/flooding-drainage/reporting-flood](https://www.n-somerset.gov.uk/my-services/nuisances-pollution-environmental-issues/flooding-drainage/reporting-flood)



Groundwater

Water flows through the pores in rocks such as limestone and sometimes meets the surface and is visible as springs. If there is prolonged heavy rainfall, these underground water reservoirs can become full and flood the land. Much of North Somerset's drinking water comes from these underground reservoirs. If your property has a well, it will have been dug into the groundwater.



Although not a big issue in North Somerset, there are areas where springs can be problematic and cause property flooding after prolonged heavy rainfall. Springs can sometimes appear long after the rain has passed.

Reservoirs



Reservoirs are where water is stored above normal ground levels. There is a slight risk that an embankment that holds the water above ground level could fail, and the water could escape and cause flooding. The management of reservoirs is heavily regulated to make sure the risk of any failure is minimal. Inspections are carried out by government appointed independent engineers.

Haywood Reservoir in Weston-super-Mare is primarily dry, but because it can still hold water above the average ground level, it is still managed by North Somerset as a reservoir. After prolonged rainfall, the reservoir fills with water from Cross Rhyne and Hutton and Locking Rhyne and will slowly release it when the storm has passed.

Other reservoirs in North Somerset store water drinking water supplies for the region and have a permanent water level.



2.1 Why does flooding happen?

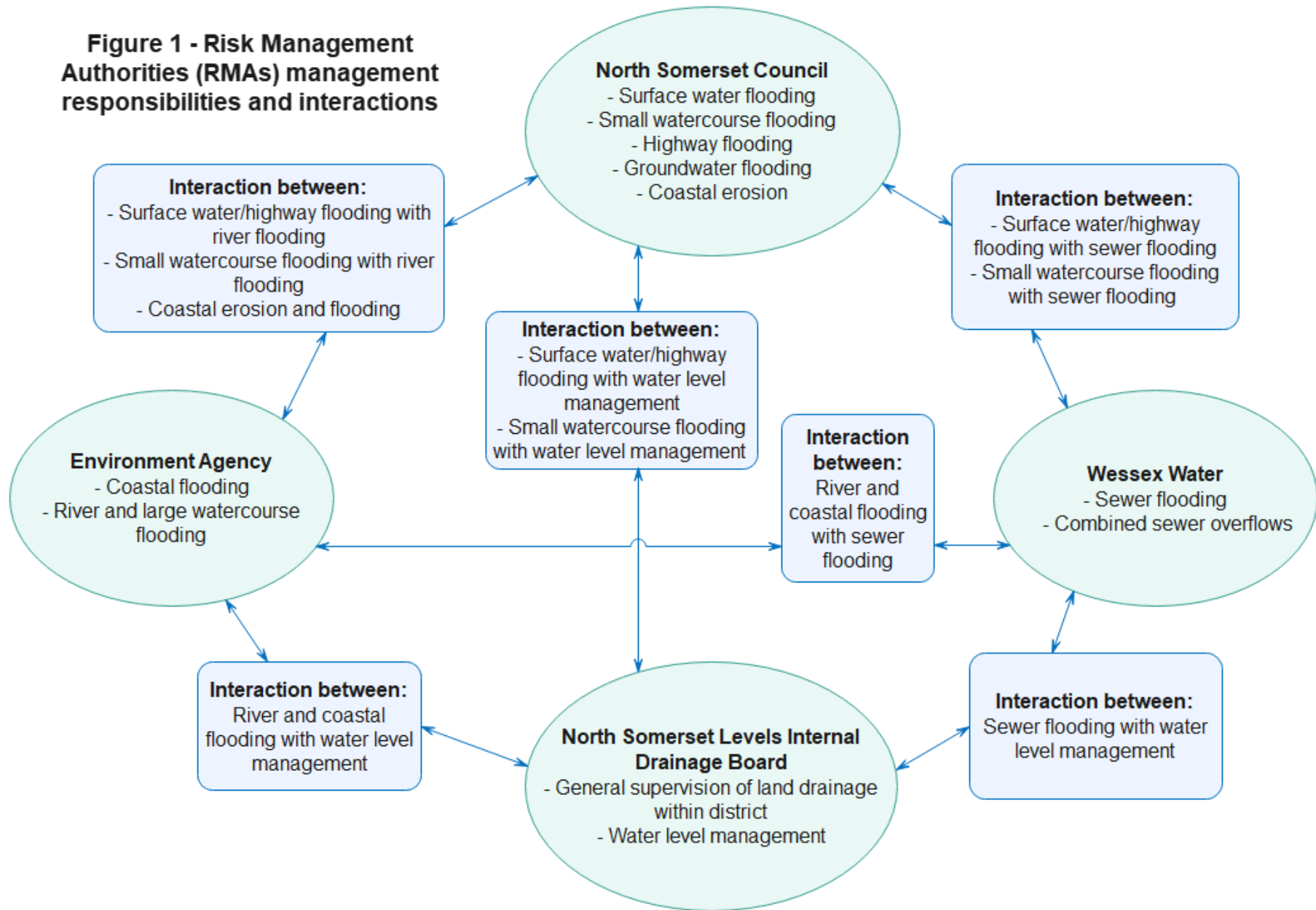
Flooding happens due to storms and too much rainfall. Flooding can happen if the rainfall is heavy over a short amount of time, and it can also happen if there is constant rainfall over an extended amount of time. Flooding from the sea can also happen due to storms that cause sea levels to rise and large waves to form.

Sometimes flooding comes from more than one source, and there is a complex interaction between each one. Very often, not one thing will fix the problem. To further complicate matters, different organisations are responsible for managing different sources of flooding. These organisations are known as risk management authorities, and what they do can be found in **Part B – A Guide to North Somerset Flood Risk Management Authorities**. A summary is provided below.

The chance of somewhere flooding is known as **the risk of flooding**.



Figure 1 - Risk Management Authorities (RMAs) management responsibilities and interactions



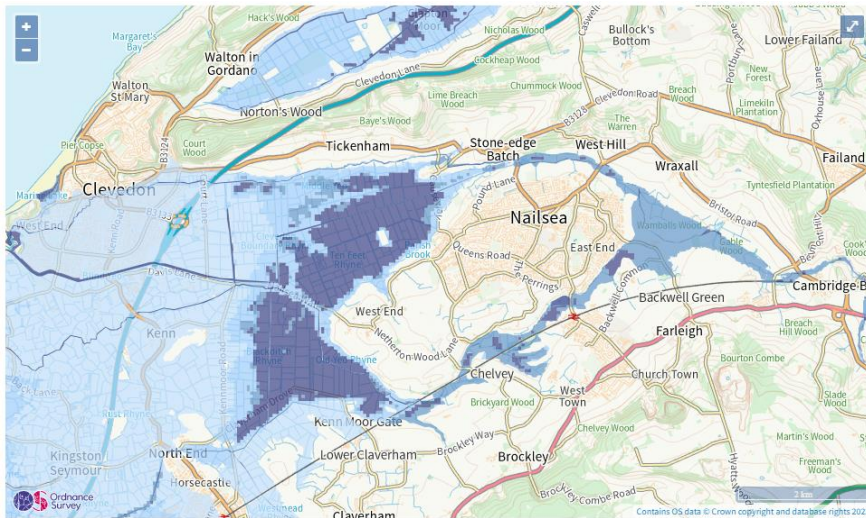
3.0 Risk of flooding explained

The risk of flooding in North Somerset is the percentage chance of flooding each year.

For example, a flood likely to happen yearly is described as having a 100% chance of happening. The bigger the flood, the less likely it is to happen yearly.

The Environment Agency has computer models that have produced maps showing what flood risk looks like across North Somerset. These can be found at:

<https://www.gov.uk/check-long-term-flood-risk>

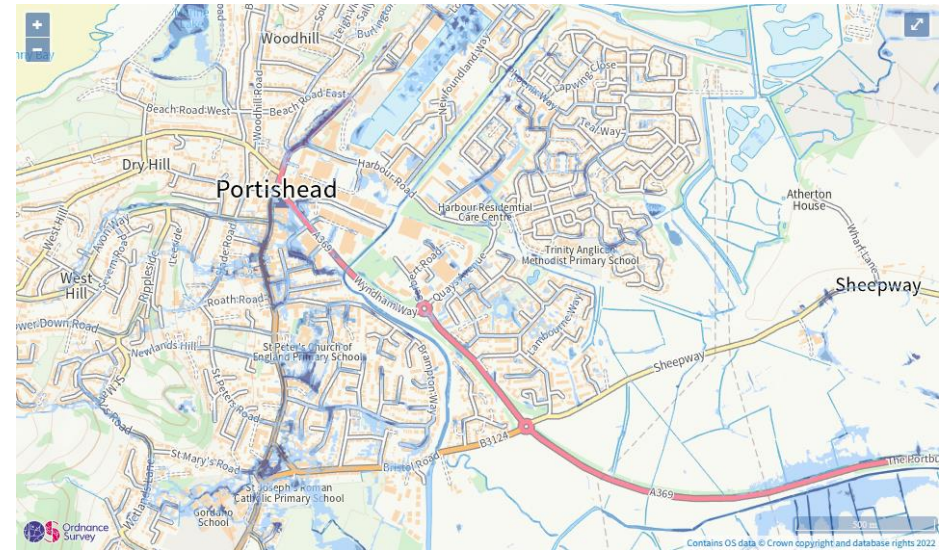


Extent of flooding from rivers or the sea

- [High](#)
- [Medium](#)
- [Low](#)
- [Very low](#)

These flood maps, such as the one here, show the area likely to be covered by water for a flood with a particular chance of happening each year.

The risk of flooding is also sometimes explained as a flood that would only happen once in 100 years or a 1 in 100 year flood. This does not mean that it will only happen once in 100 years; that is just an expression of the chance of it happening, and each year there is the same chance of that flood happening. This is better explained as having a 1% chance of happening each year.



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Extent of flooding from surface water

- [High](#)
- [Medium](#)
- [Low](#)
- [Very low](#)

The table below explains what this might look like for different chances and severity of flooding.

	Very high risk of happening	High risk of happening	Low risk of happening	Very low risk of happening
	1 in 1 year flood	1 in 30 year flood	1 in 100 year flood	1 in 1000 year flood
Chance of flood happening each year	100%	3.33%	1%	0.1%
What this looks like for surface water flooding, river flooding and tidal flooding	<ul style="list-style-type: none"> • Large puddles on roads • Watercourses bank full • Large waves but no overtopping of sea defences 	<ul style="list-style-type: none"> • Shallow, locally deep flooding on roads • Watercourses flooding • Isolated property flooding • Large waves and small rural areas of the coast flooded. The promenade at Weston-super-Mare flooded 	<ul style="list-style-type: none"> • Large areas of deep flooding on roads • Most rivers and watercourses flooding • Large numbers of property flooding • Large waves and overtopping along the coast. Roads closed, and some properties flooded 	<ul style="list-style-type: none"> • Extensive road flooding and impassable • All rivers and watercourses flooding • Extensive flooding across North Somerset • Overtopping of all sea defences and significant flooding of properties

The table shows the commonly available flood maps and the chance of flooding that they show, and where to find them.

Map of flood risk from surface water	Map of flood risk from rivers and the sea
High Risk or 3.3% chance of flooding each year	High Risk or 3.3% chance of flooding each year
Medium Risk or between 1% and 3.3% chance of flood each year	Medium Risk or between 1% and 3.3% chance of flood each year
Low Risk or between 0.1% and 1% chance of flooding each year	Low Risk or between 0.1% and 1% chance of flooding each year
Very Low Risk or less than 0.1% chance of flooding each year	Very Low Risk or less than 0.1% chance of flooding each year

Map of flood risk from reservoirs
When river levels are normal
When there is also flooding from rivers
Reservoir flood maps only show where water may go in the unlikely event of a dam or reservoir failure.

These can be found at:

<https://www.gov.uk/check-long-term-flood-risk>

You only need to put in your postcode.

4.0 Flood risk in North Somerset

From the maps above, the tables below show what the flood risk is in North Somerset.

4.1 Flooding from rivers and the sea

The number of buildings, roads, railways and designated nature sites at risk of flooding from rivers and the sea are listed in the table below.

Category	High (greater than 3.3%)	Medium (between 1% and 3.3%)	Low (between 0.1% and 1%)	Low (less than 0.1%)
Residential Properties	120	749	30408	39945
Non-residential properties, including businesses, schools and hospitals	512	1015	9742	14406
Listed buildings	7	16	46	113
Length of road (km)	18	38	330	478
Length of railway (km)	0.4	1.6	15.8	34.8
Designated sites (ha)	453	507	797	828

4.2 Flooding from surface water

The number of buildings, roads, railways and designated nature sites at risk of flooding from surface water flooding are listed in the table below.

Category	High (greater than 3.3%)	Medium (between 1% and 3.3%)	Low (between 0.1% and 1%)
Residential Properties	121	529	2993
Non-residential properties, including businesses, schools and hospitals	627	2096	6708
Listed buildings	5	19	63
Length of road (km)	70	251	783
Length of railway (km)	2.6	5.8	10.6
Designated sites (ha)	29	95	280

5.0 North Somerset local flood risk management objectives

Our objectives are how we will collectively manage the risk of flooding in North Somerset. We have taken these from the Environment Agency's National Flood and Coastal Erosion Risk Management Strategy for England and Wales and changed them to suit North Somerset.

OB1 - A flood resilient North Somerset

OB2 - Today's growth and infrastructure in North Somerset being resilient in tomorrow's climate

OB3 - North Somerset ready to respond and adapt to flooding

6.0 How North Somerset Council will turn the objectives into actions

Our strategy and subsequent parts explain how the objectives are turned into actions and consist of seven parts. All are self-contained documents and can be read independently to help navigate the complex strategy. These are:

Part A	Local Flood Risk Reduction Actions in North Somerset	This explains what all the organisations are working together aim to achieve. It also explains the flooding risks North Somerset faces now and in the future and how to interpret and understand national mapping that is available online at https://www.gov.uk/check-long-term-flood-risk There is also a detailed action plan explaining what the organisations with responsibilities for managing flood risk will do.
Part B	A Guide to North Somerset Flood Risk Management Authorities	Many organisations, including landowners, have different rights and responsibilities when managing flood risk. This part is an explanation of who does what in North Somerset.
Part C	A Guide to Flood Risk Funding	Flood risk funding is complicated. An explanation of how flood risk activities are funded locally and nationally is explained in this part and what this means to us in North Somerset.

Part D	North Somerset Natural Flood Management	Natural flood management uses natural features and planting to store and slow water flow. Across a large area, this can reduce flood risk downstream. This part explains how this approach will be used in North Somerset.
Part E	Flood Resilient North Somerset	Flood resilience is “the capacity of people and places to plan for, better protect, respond to, and recover from flooding and coastal change”. This part describes how communities in North Somerset can be more resilient to flooding and adapt and recover more quickly when flooded.
Part F	Small Watercourse Maintenance Good Practice	Watercourses are essential to flood risk management, and if they are not functioning or blocked, this can cause flooding. This part is a guide to maintaining small watercourses for flood risk and wildlife.
Part G	North Somerset Coastal Flood Risk Awareness	This part explains the risk of coastal flooding and the impact of climate change and sea level rise on North Somerset.

The Environment Agency’s national strategy can be found here:

<https://www.gov.uk/government/publications/national-flood-and-coastal-erosion-risk-management-strategy-for-england--2>

7.0 Climate change impacts



One of the most significant impacts of climate change on North Somerset is that flooding is likely to be more frequent and intense. Existing flood and drainage infrastructure may be overwhelmed. It might be unaffordable to replace and increase the capacity of all flood and drainage

infrastructure across North Somerset. Therefore, in some places, we may have to live with the impact, adapt, and be resilient to flooding happening more often.

A partnership effort involving the flood risk management authorities, communities and landowners will be needed to address the challenges we face in the future. This strategy sets out actions needed to adapt to the heavier and more intense rainfall that will happen more often in North Somerset in the future.

8.0 Local flood reduction risk actions

This section explains what actions are being taken in North Somerset to manage local flood risk.

A detailed explanation of what organisations do in managing local flood risk in North Somerset can be found in **Part B - A Guide to North Somerset Flood Risk Management Authorities.**

The type of flooding doesn't matter when you need our help. So one of our actions is to help the communities of North Somerset to become resilient to all types of flooding.

The seven actions below only aim to reduce local flood risk, which is surface water flooding and groundwater flooding.

8.1 Local flood risk reduction action A1 – appropriately maintaining assets

There is around 1,700 km of watercourses in North Somerset, the same distance as Portishead to Gibraltar. Over 80% of the watercourses are in the levels and moors.

1,375 km of watercourses are not maintained by a risk management authority and are, therefore, the landowner's responsibility to maintain.

All flood risk and drainage infrastructure assets need maintenance to ensure it functions as initially intended. Infrastructure assets can be many things, including natural features such as watercourses, ponds and wetlands and

artificial structures such as drains, pipes, culverts, weirs etc. The below highlights the amount of day to day maintenance that happens in North Somerset.

North Somerset Council maintains drainage on 1,100 km of road and strategic infrastructure, including the reservoir near Haywood Village in Weston super Mare and flood storage areas such as those at Wrington and Summer Lane in Weston super Mare. The council owns and maintains some sea defences along the coast, especially at Clevedon, Weston-super-Mare and Portishead.

The North Somerset Levels and Axe Brue Internal Drainage Board maintains 209 km of strategic watercourses and culverts.

Wessex Water maintains 525km of surface water sewers and 1,190km of public foul and combined sewers.

National Highways maintains drainage for 30 km of the M5.

Network Rail maintains 36 km of track and associated drainage.

The Environment Agency maintains 116 km of rivers (flooding from these rivers is not part of this strategy) and sea defences.

Private landowners - If a watercourse (even if it is dry most of the time) flows through, next to or under your land, you may have rights and responsibilities. One of these responsibilities is to maintain the flow of the watercourse. North Somerset Council have a guide on good watercourse

maintenance practice and forms part of this strategy. Find out more about your watercourse rights and responsibilities in **Part B - A Guide to North Somerset Flood Risk Management Authorities and Part F – Small Watercourse Maintenance Good Practice.**

The main action is to continue the high standard of maintenance across North Somerset, regularly reviewing what is maintained, how it is maintained and co-ordinating activities with other relevant organisations

8.2 Local flood risk reduction action A2 – inputting on planning

New developments can increase the risk of surface water flooding without suitable mitigation. Risk Management Authorities such as North Somerset Council as the Lead Local Flood Authority, The Environment Agency, Wessex Water, and the Internal Drainage Boards all comment on planning applications. All risk management authorities also provide flood risk and drainage specific advice to the local planning authority when writing their local plan.

In responding to planning applications, we want to ensure that the increased risk of surface water flooding is lessened by promoting sustainable drainage (SuDS), which can improve water quality and provide wildlife benefits. Ensuring enough space to maintain drainage features or existing watercourses is essential, as is ensuring that proposals meet national policy and local standards requirements.

8.3 Local flood risk reduction action A3 – regulating surface water activities

If you plan on starting any work affecting or changing an ordinary watercourse, you may require permission from us before you begin the work. We will check that your plans are necessary and won't increase flood risk. We want to keep our watercourses open, clean, and free of obstacles, so they are in the best possible working order when water levels rise. This permission is called land drainage consent; consent is also required from the Internal Drainage Board, the Environment Agency and Wessex Water.



The main action is to continue to provide relevant comments on planning applications and to develop further guidance that assist with decision making.



In North Somerset, outside of the Internal Drainage Board District and away from main rivers (shown in figure 2), consent is required from North Somerset Council for:

- making alterations to a watercourse
- placing obstructions (in, over or under) a watercourse
- carrying out work that will affect the flow of an ordinary watercourse

More details and how to apply can be found here:

<https://www.n-somerset.gov.uk/business/licences-permits/other-licences-permits/land-drainage-consent>

email: landdrainage@n-somerset.gov.uk



Inside the Internal Drainage Board District and away from main rivers (shown in figure 2), more details and how to apply can be found here:

<https://somersestdrainageboards.gov.uk/development-control-byelaws/land-drainage-consents/>

email: admin@somersestdrainageboards.gov.uk



If your works are near or on a main river (shown in figure 2), you will need permission from the Environment Agency.

<https://www.gov.uk/guidance/flood-risk-activities-environmental-permits>



If your works are close to a public sewer, you may need permission from Wessex Water.

<https://www.wessexwater.co.uk/services/building-and-developing/building-near-or-over-a-minor-public-sewer>

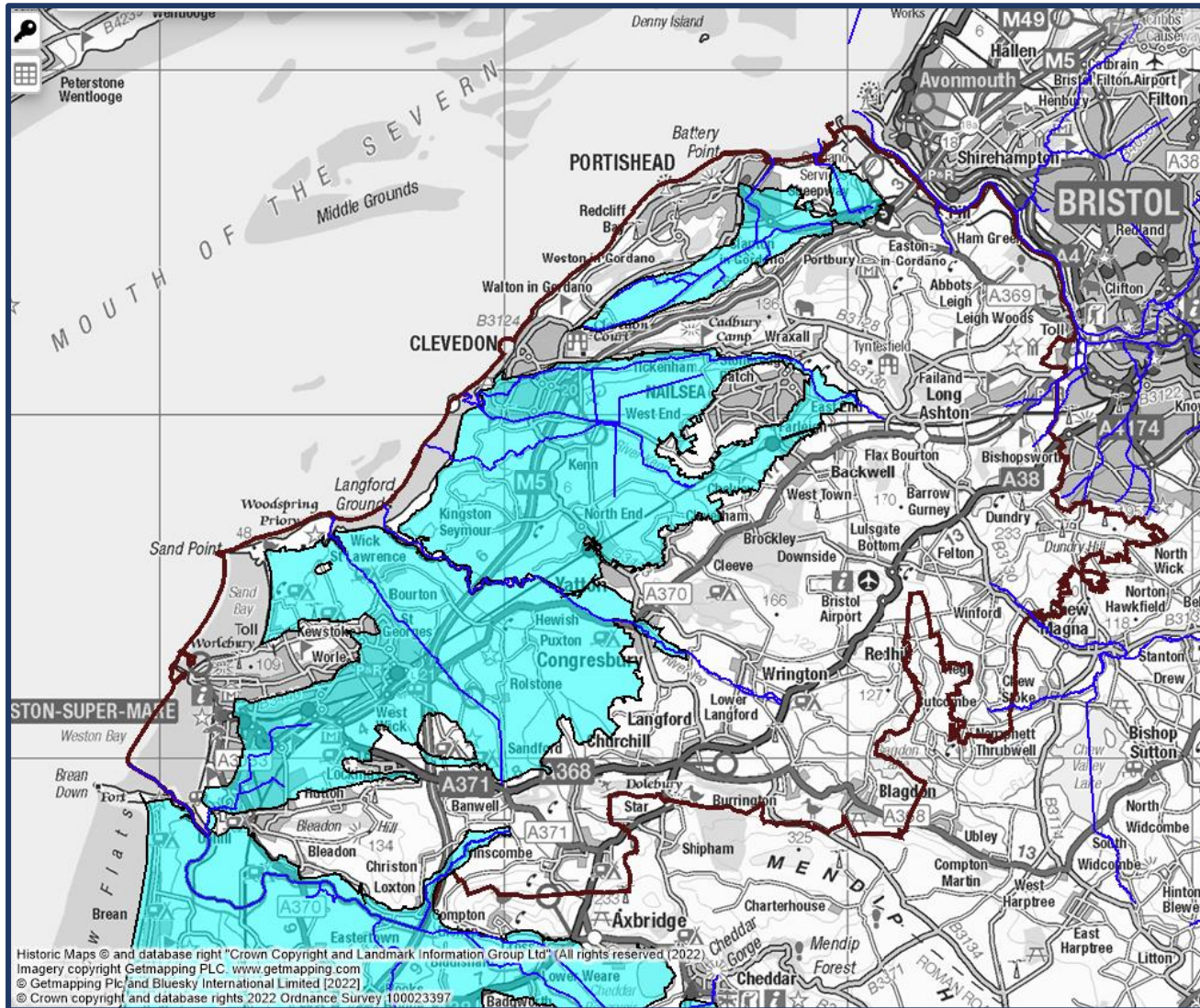


Figure 2- Plan showing where the IDB District and EA Main River are. The IDB districts are in light blue, and main rivers are in dark blue.

8.4 Local flood risk reduction action A4 – making north somerset flood resilient

A flood resilience approach aims to reduce the impact and damage caused by floodwater. This can mean a combination of several small actions, such as:

- Being prepared for a flood
- Knowing what to do in a flood
- Being able to recover from a flood quickly
- Changing a property so there is less damage when it floods
- Adapting a community so that flooding has less of an impact

This action is described in detail in **Part F – Flood Resilient North Somerset**

North Somerset will work with residents and businesses to increase the resilience of North Somerset to flooding.

8.5 Local flood risk reduction action A5 – investigating surface water flooding and assets

The drainage and flood risk infrastructure in North Somerset has been constructed over many years. Not all of it has been recorded, so we don't know its condition. Knowing where places flood and why they have flooded is key to understanding if any actions can be taken to reduce the impact of the flooding. This can be as simple as ensuring

landowners clean their ditches to investigating Victorian culverts in our towns.

8.5.1 Flood risk assets

To manage flood risk in North Somerset infrastructure includes:

- pipes and drains to keep water off roads
- culverts and bridges to allow passage across rivers and watercourses
- weirs and sluices to control the level of water, especially on the Levels and Moors
- areas of land that store water when rivers and watercourses flood
- ponds, basins and tanks to store water when there is extreme rainfall
- embankments and walls to hold back flood water or tidal water

Altogether these are known as flood risk assets. These have been built over many years and are owned by different organisations and individuals. The condition of these is varied, and some assets are likely unknown.

North Somerset Council will update the information in the asset list (called an asset register) to improve the understanding of these. This will include collecting more information about ownership and condition.

8.5.2 Mapping surface water flow routes and modelling

During heavy rainfall, water flows across land and eventually finds its way into a watercourse, road, and drain. When there is heavy rainfall, the flow can be fast and deep. Some of these flow routes are known as they have been modelled using a computer, and some are not.

North Somerset Council will survey and map surface water flow routes to provide more detailed and accurate information. This information can then feed into a continuous update of the computer models used to create maps of surface water flood risk. This will enable a greater understanding of the risk faced by communities across North Somerset and enable measures to help reduce the risk of flooding to be formulated and constructed.

8.5.3 Surface Water Flood Investigations

North Somerset Council has a duty to investigate flooding if it is considered necessary or appropriate to understand if the relevant risk management authorities have done what they are reasonably expected to do in a flood. Investigations are usually only undertaken if:

- five or more properties have internal flooding
- a property or properties are impacted by frequent flooding
- significant infrastructure, such as schools and hospitals, are flooded

External flooding is not generally investigated unless it is significant or frequent.

8.6 Local flood risk reduction action A6 – using natural flood management

How land is managed can make a big difference in the flooding of communities. Using natural features such as these can help slow the flow of water and reduce the impacts of flooding:

- Planting of trees in the suitable locations
- Slowing the flow in watercourses in hilly places
- Providing additional areas to hold water for a short time after heavy rainfall

Natural flood management also benefits wildlife by increasing the variety and variability of where animals and plants live. How these and other methods will be used is explained in **Part D North Somerset Natural Flood Management**

North Somerset Council will work with landowners to deliver natural flood management schemes.

8.7 Local flood risk reduction action A7 – scheme opportunities assessment

North Somerset Council will undertake a high-level assessment of what measures would reduce the impact of flooding to these communities. The review will look for intervention opportunities and determine how much they would cost to build. This will then be compared to how much funding could be applied for from central government. An

explanation of how flood risk work is funded can be found in **Part C - A Guide to Flood Risk Funding**.

The assessment result will show which potentially viable opportunities could be developed into a scheme to reduce flood risk.

There may be many reasons that a scheme is not taken forward, including:

- The availability of land - a landowner, may not wish to have a scheme built on their land, and we cannot force them to do so.

- Constraints that prevent construction include electricity or gas cables and pipes in the way, protected wildlife sites where works could harm wildlife and heritage assets that the works could damage.
- Having the resources to manage the work - managing a scheme takes up much time, and we have limited resources on top of all the other things that we do. One scheme typically takes 3-5 years from design through to construction.



Appendix A – Local flood risk management strategy action plan (reviewed annually)

The action plan below for all risk management authorities defines more specific detailed actions and how they relate back to the objectives for managing flood risk in North Somerset.

OB1 - A flood resilient North Somerset

OB2 - Today's growth and infrastructure in North Somerset being resilient in tomorrow's climate

OB3 - North Somerset ready to respond and adapt to local flooding

Short-term is 0-5 years, medium-term is 5-10 years, and long-term is 10 years plus. All actions are subject to funding and resources being available to be able to deliver them.

Action	Meets objective	North Somerset Council as LLFA	North Somerset Council as Highway Authority	Internal Drainage Board	Wessex Water	Environment Agency	National Highways	By when	Funding source
General									
0.1 Continue attendance and contribute to actions associated with the North Somerset Flood Risk Management Partnership.	OB1 OB2 OB3	✓	✓	✓	✓	✓	✓	Ongoing	Internal

Action	Meets objective	North Somerset Council as LLFA	North Somerset Council as Highway Authority	Internal Drainage Board	Wessex Water	Environment Agency	National Highways	By when	Funding source
0.2 Work with partners to deliver flood risk reduction actions in North Somerset.	OB1 OB2 OB3	✓	✓	✓	✓	✓	✓	Ongoing	Internal
A1. Appropriately maintained assets									
1.0 Continue with a high standard of maintenance across North Somerset.	OB1 OB3	✓	✓	✓	✓	✓	✓	Ongoing	Internal
1.1 Regularly review the maintained asset list for appropriateness of activity, timing and risk.	OB1 OB3	✓	✓	✓	✓	✓	✓	Annually	Internal
1.2 Share asset maintenance schedule with other RMAs.	OB1 OB3	✓	✓	✓	✓	✓	✓	Annually	Internal
A2. Inputting on planning									
2.0 Continue to provide relevant comments on planning applications	OB1 OB2	✓	✓	✓	✓	✓		Ongoing	Internal

Action	Meets objective	North Somerset Council as LLFA	North Somerset Council as Highway Authority	Internal Drainage Board	Wessex Water	Environment Agency	National Highways	By when	Funding source
2.1 Develop a Flood Risk Supplementary Planning Document (SPD), including guidance on flood resilient construction.	OB1 OB2	✓	✓	✓	✓	✓		Short term	Internal
2.2 Define Coastal Change Management Areas (CCMAs).	OB1 OB2	✓				✓		Short term	Internal
2.3 Update standing advice to take account of recent planning guidance changes.	OB2	✓		✓		✓		Short term	Internal
A3. Regulating surface water activities									
3.0 Continue regulation of activities and improve co-ordination between organisations when decisions are made.	OB1 OB2	✓		✓	✓	✓		Ongoing	Internal
3.1 Create common standards for watercourse culverting.	OB1 OB2	✓		✓				Medium term	Internal

Action	Meets objective	North Somerset Council as LLFA	North Somerset Council as Highway Authority	Internal Drainage Board	Wessex Water	Environment Agency	National Highways	By when	Funding source
3.2 Investigate NSC having byelaws.	OB2	✓						Medium term	Internal
3.3 Improve coordination of consents between risk management authorities.	OB2	✓	✓	✓	✓	✓		Medium term	Internal
A4. Making North Somerset flood resilient									
4.1 Undertake property flood resilience schemes on highest-risk properties.	OB1 OB3	✓						Ongoing	Internal/external
4.2 Prepare a risk management authorities flood recovery plan.	OB1 OB3	✓	✓	✓	✓	✓	✓	Medium term	Internal
4.3 Prepare a flood resilience communication plan for North Somerset.	OB1 OB3	✓	✓	✓	✓	✓		Medium term	Internal

Action	Meets objective	North Somerset Council as LLFA	North Somerset Council as Highway Authority	Internal Drainage Board	Wessex Water	Environment Agency	National Highways	By when	Funding source
4.4 Improve telemetry coverage across North Somerset and sharing data between risk management authorities.	OB1 OB3	✓		✓	✓	✓		Medium term	Internal
4.5 Investigate remote automation of manually operated structures.	OB1 OB3	✓		✓				Medium term	Internal/external
4.6 Work with Wessex Water on joint schemes as part of their Drainage and wastewater management plan (DWMP).	OB1 OB3	✓	✓	✓	✓	✓	✓	Ongoing	Internal/external
A5. Investigating surface water assets									
5.1 Update the North Somerset asset database and ensure that all RMAs record a consistent level of detail in their asset databases	OB1 OB3	✓	✓	✓	✓	✓	✓	Long term	Internal/external
A6. Using Natural Flood Management (NFM)									

Action	Meets objective	North Somerset Council as LLFA	North Somerset Council as Highway Authority	Internal Drainage Board	Wessex Water	Environment Agency	National Highways	By when	Funding source
6.1 Implement recommendations of feasibility studies for Burrington Coombe and Goblin Coombe. Investigate the feasibility of NFM at Dolebury.	OB1 OB3	✓						Medium term	Internal/external
6.2 Increase engagement with landowners regarding Natural Flood Management	OB1 OB2 OB3	✓						Medium term	Internal
A7. Scheme opportunity assessment									
7.1 Define a short list of communities that are to be assessed.	OB1 OB3	✓						Short term	Internal
7.2 Define scheme options for each community.	OB1 OB3	✓						Short term	Internal
7.3 Appoint consultant to undertake costing and cost-benefit assessment of schemes.	OB1 OB3	✓						Short term	Internal/external

Action	Meets objective	North Somerset Council as LLFA	North Somerset Council as Highway Authority	Internal Drainage Board	Wessex Water	Environment Agency	National Highways	By when	Funding source
7.4 Develop detailed plans for each viable scheme and apply for external funding.	OB1 OB3	✓						Medium to long term	Internal/external

The action plan will be reviewed annually, and the strategy will be reviewed and updated as needed every six years.

Local Flood Risk Management Strategy for North Somerset

Part B – A Guide to North Somerset Flood Risk Management Authorities

Page 703

Contents

- 1.0** Introduction
- 2.0** Flood risk, drainage, and the law
- 3.0** What are Risk Management Authorities?
- 4.0** The Risk Management Authorities
 - 4.1** The Environment Agency
 - 4.2** North Somerset Council as the Lead Local Flood Authority
 - 4.3** North Somerset Council as the Highway Authority
 - 4.4** Internal Drainage Boards
 - 4.5** Wessex Water
 - 4.6** National Highways
- 5.0** Non-risk management authorities
 - 5.1** Riparian landowners
 - 5.2** Network Rail
 - 5.3** Emergency responders
 - 5.4** Wessex Regional Flood and Coastal Committee (WRFCC)
 - 5.5** Communities, including Flood Action Groups
- 6.0** Relevant Legislation

1.0 Introduction

This strategy section explains the roles and responsibilities of different organisations, including homeowners' and landowners' responsibilities.

2.0 Flood risk, drainage, and the law

What organisations and individuals can and must do is set down in law through acts of parliament and statutory guidance. These acts and guidance set out what must be done and what can be done.

- What **must** be done is known as a **duty** or **responsibility**
- What **can** be done is known as a **power**. There is no legal requirement to use a power.

3.0 What are Risk Management Authorities?

The Flood and Water Management Act 2010 created Risk Management Authorities (RMAs). Who they are in North Somerset and what they do, are described in this guide.

Handy definitions for this guide:

Main river important large rivers and streams designated by the Environment Agency

Ordinary watercourses all watercourses that are not main river

Coastal change areas of the coast that are changing due to erosion from the sea or will be in the future due to sea level rise.

Reservoir a large body of water that is higher than the natural ground level

Surface water runoff too much rainfall that flows over land and not in a watercourse or drain

Groundwater water that is in the ground and sometimes rises to the surface in long periods of wet weather

Riparian at the edge of a watercourse

Local levy funding obtained from local authorities by the Environment Agency

Rhyne an artificial watercourse in North Somerset

Viewed Rhyne a watercourse maintained by the Internal Drainage Board

Different organisations have different responsibilities for managing different types of flood risk. This is set out in the table below.

Type of flooding from:	Organisations responsible for managing the flood risk
The sea	Environment Agency
Main rivers	Environment Agency
Ordinary watercourses in IDB District	North Somerset Levels IDB or Axe Brue IDB
Ordinary watercourses outside IDB District	North Somerset Council
Surface water	North Somerset Council
Groundwater	North Somerset Council
Public sewers	Wessex Water
The public highway	North Somerset Council
The motorway	National Highways
Private land and roads	Riparian landowners if causing a nuisance and flooding other properties or land.

Managing the risk does not always mean that the authority has a duty to fix the problem.

4.0 The Risk Management Authorities

4.1 The Environment Agency



The Environment Agency is the strategic risk management authority at a national level and manages the risk of flooding in North Somerset by:

- Where appropriate and depending on funding, using its powers to carry out works to manage flood risk from main rivers and the sea.
- Where appropriate and depending on funding, using its powers to carry out works to manage coastal change
- Setting the direction for managing the risks through the national flood and coastal erosion risk management strategy
- Preparing and publishing flood risk management plans for flooding from main rivers, reservoirs, and the sea
- Provides warnings and information for flooding from main rivers, reservoirs, and the sea
- Regulating activities that may affect the risk of flooding from main rivers

- Where appropriate and depending on funding, carrying out surveys and mapping
- Acting as a statutory consultee for planning authorities providing advice on planning applications, local plans, and environmental assessments regarding flood risk from main rivers and the sea

Contact details

<https://www.gov.uk/government/organisations/environment-agency>

email: enquiries@environment-agency.gov.uk tel: 03708 506 506

4.2 North Somerset Council as The Lead Local Flood Authority



The Flood and Water Management Act 2010 defines North Somerset Council as the lead local flood authority (LLFA) for its area and manages the risk of flooding in North Somerset by:

- Developing, maintaining, and applying a strategy for local flood risk (surface water runoff, groundwater, and ordinary watercourses) management in North Somerset (this document)

- Preparing flood risk management plans for sources of flooding other than main rivers, reservoirs, and the sea
- Where appropriate and depending on funding, carrying out works to manage flood risk from surface water and groundwater
- Where appropriate and depending on funding, carrying out works on ordinary watercourses to manage the risk of flooding
- Maintaining a register of flood defences infrastructure in North Somerset
- Consenting to specific structural changes on ordinary watercourses
- Investigating flooding when more than five properties are flooded internally, a single property is flooded internally regularly, or critical infrastructure is flooded
- Acting as a statutory consultee for planning authorities and responding to the drainage design for major planning applications
- Where appropriate and depending on funding, carrying out surveys and mapping
- Where appropriate and depending on funding, using its powers to carry out works to manage coastal change
- Leading and supporting coastal groups and leading the production of shoreline management plans

4.3 North Somerset Council as a Highway Authority



North Somerset Council is responsible for providing and managing highway drainage. The Council must ensure that road projects do not increase flood risks. Where appropriate and depending on funding, the Council can carry out drainage works on highways or adjoining land.

Contact details

<https://www.n-somerset.gov.uk/>

Tel: 01934 888 888

One of the most obvious impacts of heavy rainfall is flooding of the highway. We maintain thousands of gullies on public land and their connections to the drainage system along roads. If you notice a problem please report it to the highway team, through the channels available. <https://www.n-somerset.gov.uk/my-services/nuisances-pollution-environmental-issues/flooding-drainage/drainage>

More serious flooding is that which affects homes and businesses, and it is essential that all such incidents are recorded to assist with the development of this strategy and the planning of future works. If your home or business has experienced flooding inside your home please report it to the flood risk team via this link: <https://www.n->

[somerset.gov.uk/my-services/nuisances-pollution-environmental-issues/flooding-drainage/reporting-flood](https://www.somerset.gov.uk/my-services/nuisances-pollution-environmental-issues/flooding-drainage/reporting-flood)

4.4 Internal Drainage Boards



Under the Land Drainage Act 1991, Internal drainage boards are responsible for managing water levels within their internal district. They have (amongst others) the following functions to manage the risk of flooding.

- Exercises a general power of supervision over all matters relating to water level management within its district
- Carrying out works, where appropriate and depending on funding, to manage flood risk from ordinary watercourses and the sea and to manage water levels within their internal drainage district
- Consenting to specific structural changes on ordinary watercourses
- They have set a series of bylaws relating to the management of watercourses
- They have statutory duties about the environment and recreation when exercising their functions

- Acting as a statutory consultee for planning authorities for Local Plan creation and Development Consent Orders

Each internal drainage board is a local independent public authority established in areas of special drainage need in England. There are two internal drainage boards in North Somerset, the North Somerset Levels Internal Drainage Board and a small part of the Axe Brue Internal Drainage Board.

Contact details

<https://somersetdrainageboards.gov.uk/email:admin@somersetdrainageboards.gov.uk>

Tel: 01278 789906

4.5 Wessex Water



Wessex Water is responsible for providing public sewers. They are required (amongst other things) to:

- Ensure public sewers effectually drain the areas they serve (this includes drainage of surface water)
- Manage the risk of flooding from their water main and sewer networks
- Produce a drainage and sewerage management plan

- Acting as a statutory consultee for planning authorities for Local Plan creation and Development Consent Orders

Contact details

<https://www.wessexwater.co.uk/>

Tel: 0345 600 3 600

4.6 National Highways



National Highways is responsible for providing and managing drainage for the M5. They must ensure that their road projects do not increase flood risks. Where appropriate and depending on funding, they can carry out drainage works on the M5 or adjoining land. They also are statutory consultees for planning authorities where development is proposed adjacent to the motorway.

Contact details

<https://nationalhighways.co.uk/>

Tel: 0300 123 5000

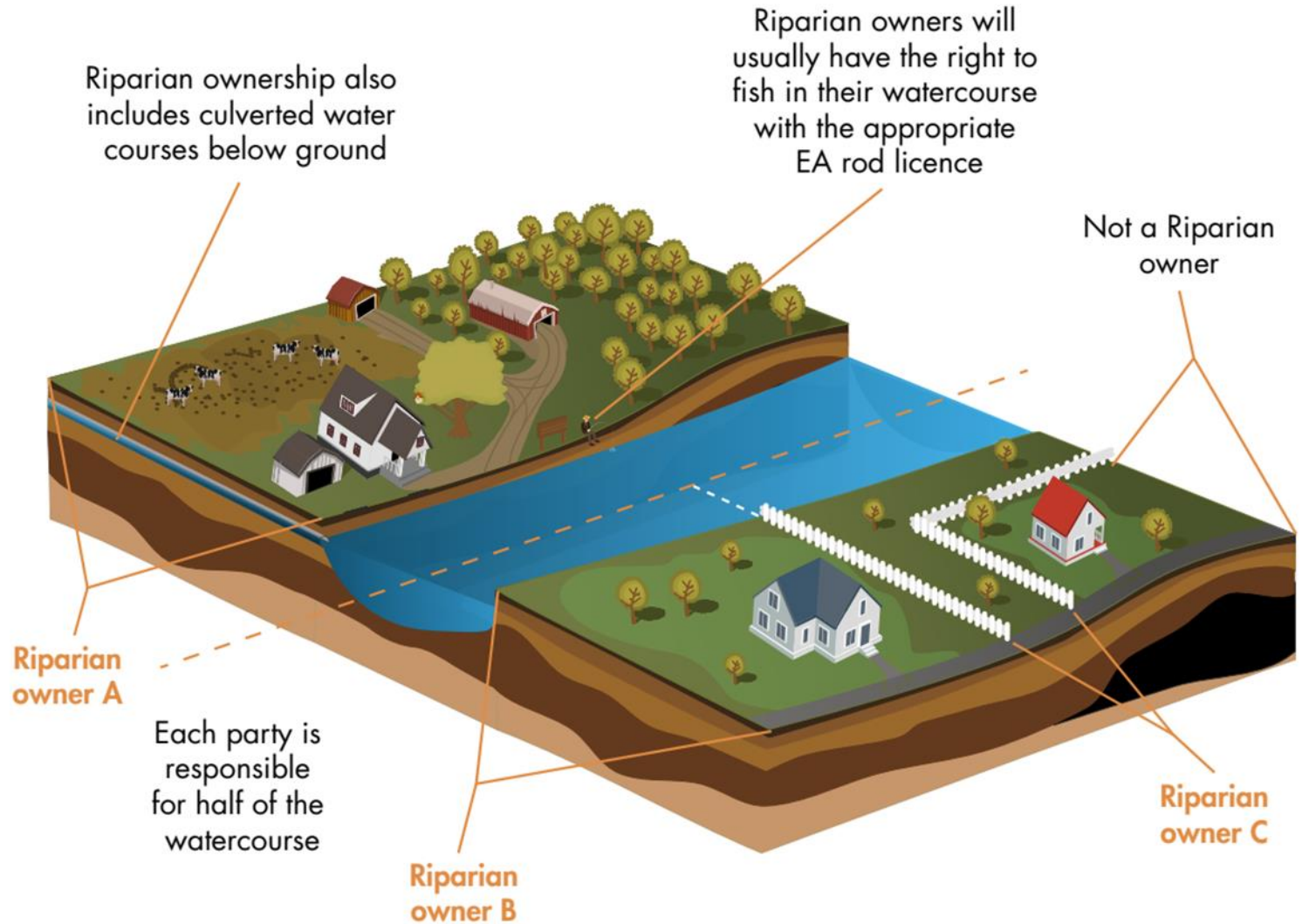
5.0 Non-risk management authorities

5.1 Riparian landowners

Riparian landowners have a stretch of a watercourse that runs on, under (in a culvert) or alongside their property. They usually are responsible for that watercourse and are required to take reasonable steps to ensure it does not cause a risk of flooding to others.

If the land on the other side of the watercourse is in another person's ownership, they are presumed to be the joint riparian owner and the landowner on the other side. In the case of joint riparian ownership, each party is presumed to own up to the centre line of the watercourse and therefore is responsible up to this point.

Riparian ownership example



Riparian landowners must also comply with any byelaws for watercourses on, under or alongside their land.

The rights of a riparian owner:

- They are presumed to own the land up to the centre of the watercourse unless it is known to be owned by others.
- They have the right to receive water flow in its natural state without undue interference in quantity or quality.
- They have the right to protect their property from flooding and their land from erosion. They may need the consent of the Environment Agency / Internal Drainage Board/council for such works.
- They have the right to fish in your watercourse unless this has been expressly excluded. However, this must be done legally and with an Environment Agency rod licence.
- Without needing a licence, they can abstract a maximum of 20 cubic metres of water per day for domestic purposes of their household or for agricultural use, excluding spray irrigation, from a watercourse at a point that directly adjoins their land. Most other types of abstraction will require a licence from the Environment Agency.
- If the work affects sites of known conservation or archaeological value, they may need further permission from the relevant authorities. Environmental issues

must be considered, including flood risk, wildlife conservation, fisheries, and reshaping the river and landscape.

The responsibilities of a riparian owner

Riparian owners have responsibilities concerning the watercourse flowing through or adjacent to your property.

Their legal duties are to:

- Pass on flow without obstruction, pollution or diversion affecting the rights of others.
- Accept flood flows through their land, even if caused by inadequate capacity downstream, as there is no common law duty to improve a watercourse.
- Maintain the bed and banks of the watercourse (including trees and shrubs growing in the banks) and clear any debris, natural or otherwise, including litter, even if it did not originate from their land.
- Not cause any obstructions to the free passage of fish.
- For keeping the bed and banks clear of any matter that could cause an obstruction, either on their land or by being washed away by high flow to obstruct a structure downstream.
- Watercourses and their banks should not be used to dispose of any garden or other waste.

- For keeping any structures they own clear, such as culverts, trash screens, weirs and mill gates.

Further information

www.gov.uk/guidance/owning-a-watercourse

5.3 Network Rail



Network Rail is a sizeable riparian owner responsible for maintaining the drainage that runs alongside the track and watercourses that pass beneath the railway.

Further information

<https://www.networkrail.co.uk/running-the-railway/looking-after-the-railway/delays-explained/flooding/>

Tel: 03457 11 41 41

5.2 Emergency responders

In addition to the roles and responsibilities given above, some risk management authorities have a statutory role to play in planning for emergencies.

The Civil Contingency Act (2004) sets out the roles and responsibilities of different organisations in responding to

emergencies such as floods and coastal change events. The duties here are assessing risks, planning for them, and warning the public. There is no specific duty to respond to an emergency. It splits responders into two categories and imposes different requirements on each category. Some risk management authorities are category one or category two responders.

Risk management authorities who also hold an emergency response role are:

Category 1:

- Environment Agency
- North Somerset Council

Category 2:

- Wessex Water
- National Highways
- The Secretary of State for Transport

Category 1 and 2 responders come together within local resilience forums (LRFs). LRF members aim to plan and prepare for localised incidents and catastrophic emergencies. LRFs help responders collaborate to identify potential risks and produce emergency plans to prevent or mitigate any incident's impact on their local communities.

Further information

<https://www.avonandsomerset.police.uk/media/29281120/community-risk-register-april-17.pdf>

email: asLrf@avonandsomerset.police.uk

5.3 Wessex Regional Flood and Coastal Committee (WRFCC)

Regional Flood and Coastal Committees bring together members appointed by the government, the Environment Agency and lead local flood authorities. **Members of the public are welcome to attend as observers.** Environment Agency is required to:

- consult the RFCC about how it proposes to carry out its flood and coastal erosion risk management functions in the committee's region
- consider representations made by committees about the exercise of its flood and coastal erosion risk management functions
- obtain the consent of the WRFCC before the Environment Agency can implement its regional programme
- obtain the consent of the WRFCC before the Environment Agency can raise a local levy from lead local flood authorities

- obtain the consent of the WRFCC before spending local levies, special and general drainage charges (raised by the Environment Agency from occupiers of agricultural land) or IDB contributions to Environment Agency costs (raised from IDBs)

Further information

<https://www.gov.uk/government/groups/wessex-regional-flood-and-coastal-committee>

email: wessexrfcc@environment-agency.gov.uk

5.4 Communities, including Flood Action Groups

Communities should understand their risk from flooding and coastal change and their options to manage this risk and increase their resilience to a changing climate.

Across the country, many formal and informal community groups, partnerships, and charities are set up to support those affected by flooding and coastal change— They're not any current active flood groups in North Somerset.

These groups are vital in providing support, advice, and practical help.

They can also support risk management authorities by engaging in discussions or taking action to manage the risk of flooding or coastal change.

Homeowners and renters should consider their resilience. All homeowners and renters must consider and understand the risk of flooding and coastal change to their property and the options they have to adapt to and manage this risk.

For example, incorporating property level resilience measures or signing up for flood warnings. There is further information on resilience in **Part F Flood Resilient North Somerset**.

Further information

National Flood Forum is a charity to help, support and represents people at risk of flooding

<https://nationalfloodforum.org.uk/>

6.0 Relevant Legislation

The following legislation sets out duties and powers related to flood risk in England.

Legislation	Purpose
The Flood and Water Management Act 2010	To define the management of risks in connection with flooding and coastal erosion.
Water Resources Act 1991	To define the Environment Agency and the matters about which it exercises function.
Water Industry Act 1991	To define arrangements regarding water supply and the provision of sewerage services.
Coast Protection Act 1949	To define arrangements relating to the protection of the coast of Great Britain against erosion and encroachment by the sea.
Reservoirs Act 1975	To define arrangements against escapes of water from large reservoirs or lakes or lochs artificially created or enlarged.
Flood Risk Regulations 2009	To define arrangements for the preparation of flood risk management plans.
Environmental Permitting Regulations (England and Wales) Regulations 2016	To define arrangements for environmental permitting
Town and Country Planning (Development Management Procedure) (England) Order 2015	To define arrangements of consultations to planning applications.
Land Drainage Act 1991	To define internal drainage boards and the functions of such boards and local authorities regarding land drainage
Highways Act 1980	To define arrangements for the management and maintenance of public highways.
The Civil Contingency Act 2004	To define arrangements in the event of an emergency.
The Environment Act 2021	To define targets, plans and policies for improving the natural environment.

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Local Flood Risk Management Strategy for North Somerset

Part C – A Guide to Flood Risk Funding

Page 717

Contents

- 1.0 Introduction
- 2.0 Local Flood Risk in North Somerset
- 3.0 Understanding the Risk of Flooding in North Somerset
- 4.0 Risk of Flooding Explained
- 5.0 North Somerset Local Flood Risk Management Objectives
- 6.0 How North Somerset Council will turn the objectives into actions
- 7.0 Climate change impacts
- 8.0 Local Flood Reduction Risk Actions

1.0 Introduction



North Somerset Council, along with other risk management authorities in the country, has a limited budget and resources to deliver flood risk measures. So, it is essential to identify how and from where resources will be available to fund flood risk management activities.

Funding for flood risk management work is split into two different categories:

Capital Works

- New flood defences
- Replacement of an asset
- Works to extend the life of an asset
- Works to improve an asset

Revenue activities

- Maintenance and repair

This guide focuses on capital funding. Revenue funding typically comes from the organisations responsible for maintaining the asset. Refer to [Part B – A Guide to North Somerset Flood Risk Management Authorities](#).

As the Lead Local Flood Authority, North Somerset does not have a statutory responsibility for delivering capital schemes to improve resilience to flooding or maintenance work. Despite this, the North Somerset Council will work towards their ambitions to improve flood resilience for local communities and will progress schemes when they are viable and funding is available.

2.0 National capital funding

If a significant new flood defence is to be built, it will likely require capital funding from the government. This is known as grant-in-aid funding and is subject to the government's partnership funding policy. The Environment Agency manages this.

The amount of funding that can be applied for is calculated based on the cost of the scheme compared with the benefits of the scheme.

If a scheme were to protect properties from flooding, it would prevent property damage. The cost of that damage can be calculated. If the scheme's cost is less than the damage costs prevented, it will be eligible for funding.

For example:



Cost of walls (scheme) to protect homes (£)

must be less than

Money saved by not flooding (benefits) (£)

If a scheme protects 10 properties from flooding and saves **£300,000** in repair costs, this is known as the 'benefit' of the scheme



£500,000 - cost of scheme more than benefits - not eligible for funding

£400,000 - cost of scheme more than benefits - not eligible for funding

£300,000 - benefits of scheme (how much is saved by not flooding)

£200,000 - cost of scheme less than benefits - eligible for funding

£100,000 - cost of scheme less than benefits - eligible for funding

The funding that can be claimed is based on the difference between the costs and the benefits. A scheme where the benefits are five times the cost of the scheme will get more funding than a scheme where the benefits are only two times the cost of the scheme.

Benefits can also come from improving the natural environment, which would benefit wildlife.

The remainder of the funding must come from other local sources, such as those that will benefit from a scheme; this could be:

- local communities
- businesses
- developers
- local councils

This is known as partnership funding.

Due to budget constraints, most of the funding must be available from national sources and other partners for an extensive scheme to progress in North Somerset. It should also be noted that this funding mechanism does not provide staff time to manage projects, which is a considerable constraint in the delivery of schemes.

One of North Somerset Council's actions will be to look at what schemes will be possible to deliver with no constraints and identify the funding needed to progress them and the likelihood of the schemes progressing.

This work will establish areas where larger schemes may be built.

3.0 Local Levy Funding

North Somerset Council pays around £300,000 per year (22/23) to the Environment Agency for what is known as a Local Levy. This is available as a pot of funding that risk management authorities across the Wessex area can apply for. The local levy funds help to finance studies for large schemes or schemes which protect smaller communities that would not otherwise be eligible for total national funding.

Any project that gets local levy funding must still show that the scheme's cost does not exceed the scheme's benefits as with grant-in-aid funding.

The funding is managed by The Wessex Regional Flood and Coastal Committee. The Regional Flood and Coastal Committee (RFCC) is a committee established by the Environment Agency under the Flood and Water Management Act 2010 that brings together members appointed by Lead Local Flood Authorities (LLFAs) and independent members with relevant experience.

They also oversee investment by the Environment Agency locally to encourage efficient, targeted and risk-based investment in flood and coastal erosion risk management that represents value for money and benefits local communities.

4.0 North Somerset Council Funding

North Somerset Council's average yearly budget for flood risk work is:

- £50,000 revenue per year for general strategy work, including studies, telemetry, software, reservoir management and coastal erosion management.
- £500,000 revenue is spent on highway drainage maintenance, including gully emptying, jetting and

minor repairs. £800,000 is spent on highway drainage capital schemes.

For the 2022/2023 financial year, the following was also spent:

- £20,000 spent on natural flood management
- £20,000 spent on property level resilience
- £150,000 for reservoir maintenance and improvements
- £400,000 for coastal walls repair in Weston super Mare and Clevedon

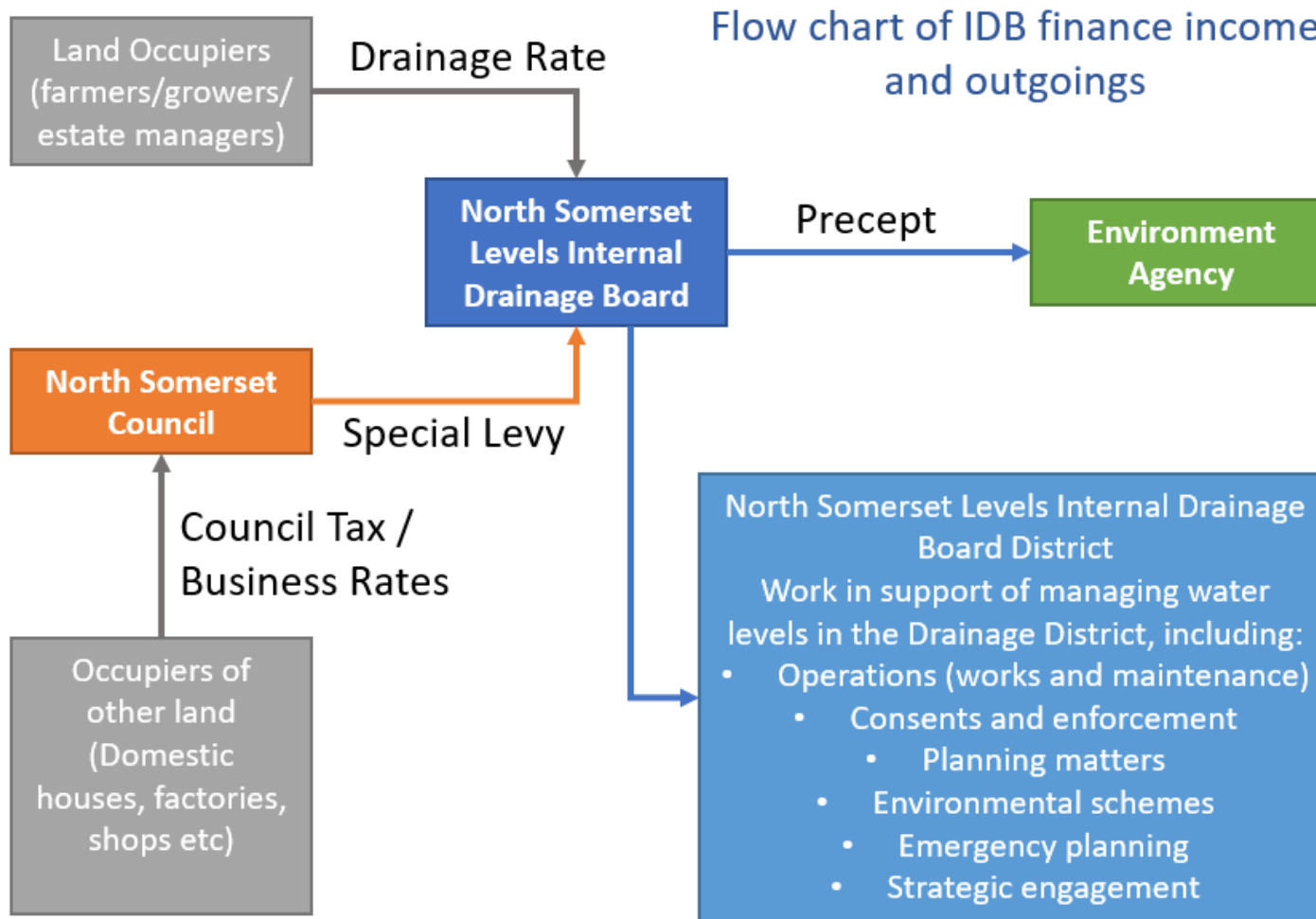
5.0 Internal Drainage Board Funding

The local beneficiaries of their work predominantly fund the cost of undertaking their essential functions. Each IDB sets a budget for its planned work in the forthcoming year and any investments it needs to make for future projects. The funding then comes from:

- Drainage rates collected from agricultural land and buildings within the Internal Drainage District
- Special Levies issued on North Somerset Council

Breakdown of funding source	North Somerset Levels IDB
Paid from North Somerset Council to IDBs (special levy)	£568,039
Drainage Rates collected by IDB from agricultural landowners	£93,879
Paid from IDBs to the Environment Agency as a local precept	£114,824
Total IDB operational budget for the delivery of works	£547,094

* North Somerset Council also pay £17,486 to the Axe Brue IDB, as 0.2% of the district is within North Somerset.



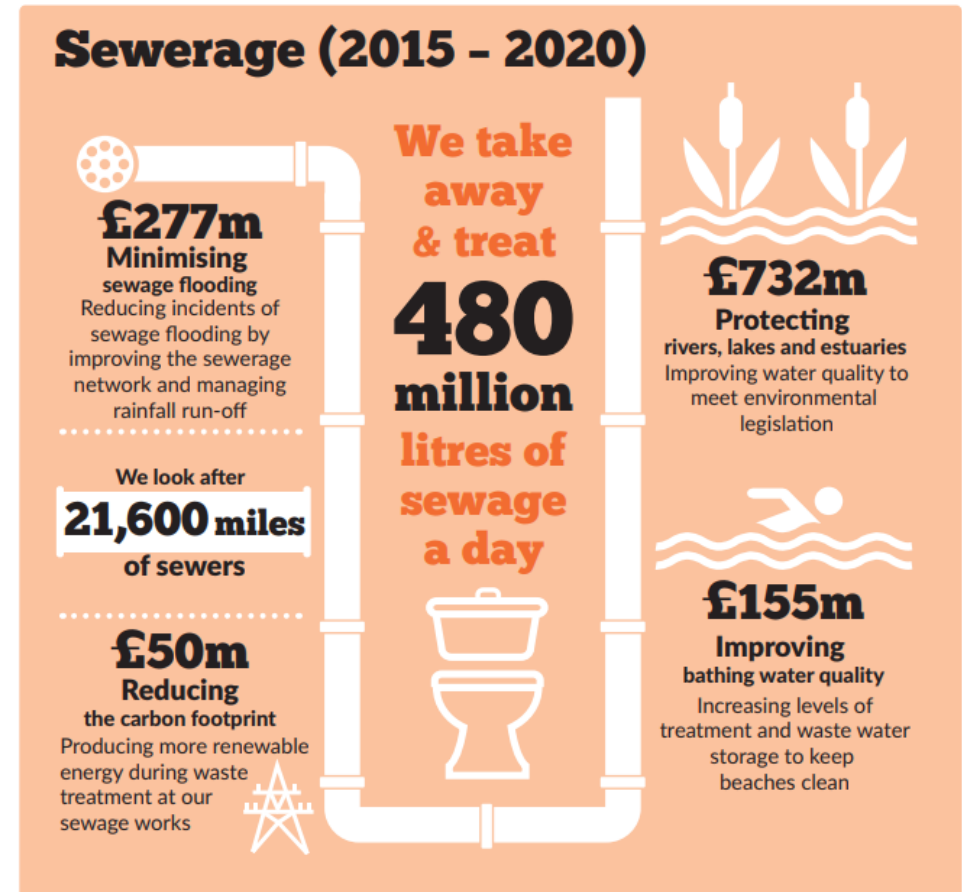
6.0 Wessex Water Funding



Page 724

Like all water companies, Wessex Water gets all its funding from its customers. Bristol Water supplies drinking water in North Somerset, and Wessex Water only provides sewerage services. This includes both foul drainage and surface water drainage.

Wessex Water produces a business plan every five years that identifies the investment in its network. Across the region of 2.8 million customers (North Somerset 100,000 customers), Wessex Water spends the following:



7.0 Environment Agency (EA) Funding

Although the EA do not undertake works to manage local flood risk, their activities can impact them because small watercourses eventually flow into large rivers that the EA manages.

Most of the funding for the EA comes through a grant from Department for Environment Food & Rural Affairs. The EA spends £1,652 million annually across England. 71% of this is grant-in-aid funding, and any scheme must meet the same financial requirements discussed previously.

The EA is split into regions, and North Somerset is in the Wessex area, which covers South Gloucestershire, Bristol, North Somerset, Somerset, Bath and North East Somerset, Dorset, Wiltshire, Bournemouth, and part of Hampshire.

Locally the EA will be using £16.4m of Local Levy funding to help secure £214m of Grant-in-Aid, which will be used to better protect 7,500 properties across Wessex over the next five years.

<https://www.gov.uk/government/groups/wessex-regional-flood-and-coastal-committee>

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Local Flood Risk Management Strategy for North Somerset

Part D – North Somerset Natural Flood Management - A practical guide for landowners and farmers of North Somerset

Page 727

Contents

- 1.0 Introduction
- 2.0 What is natural flood management?
- 3.0 Natural Flood Management in North Somerset
- 4.0 Using the guide
- 5.0 Natural Flood Management Measures
 - 5.1 Soil management – Level 1
 - 5.2 Winter cover crops – Level 1
 - 5.3 Cross drains in farm tracks – Level 1
 - 5.4 Creating buffer strips and riparian tree planting – Level 1
 - 5.5 Cross slope tree planting – Level 1
 - 5.6 Management of existing woodlands and understory planting – Level 1
 - 5.7 Planting and managing hedgerows – Level 1
 - 5.8 Watercourse (Ditch/Rhyne) naturalisation – Level 1
 - 5.9 Bunds and detention basins – Level 2
 - 5.10 Swales – Level 2
 - 5.11 Sediment traps – Level 2
 - 5.12 Leaky barriers or large woody dams – Level 2
 - 5.13 Ponds and scrapes – Level 2

5.15 River and floodplain restoration – Level 3

6.0 Consent and approval

7.0 Case studies

This guide has been developed to provide simple, straightforward information on natural flood management measures for landowners and farmers in North Somerset.

This document is based on three publications:

- 'Natural Flood Management Measures – a practical guide for farmers (2017),' which was specifically requested by the farmers and land managers of the Yorkshire Dales National Park, and compiled by the Yorkshire Dales National Park Authority, Yorkshire Dales Rivers Trust and North Yorkshire County Council, with support from Natural England and the Environment Agency.
- Natural Flood Management Measures - A Practical Guide for Farmers and Landowners of The Solent and South Downs, which was put together has been put together by the South Downs National Park Authority (SDNPA) and Sussex Flow Initiative (SFI), with support from the Environment Agency (EA).
- The Natural Flood Management Guide (2022) has been written by CIRIA to guide NFM best practices.

The information in this guide is not definitive. Details relating to localised circumstances may not be included. Readers should seek full advice from Lead Local Flood Authorities and other NFM experts before acting on any of the recommendations in this guide. North Somerset Council does not accept any liability for those implementing the recommendations outlined in this report.

All information contained in this guide - including links to websites and further reading – is believed to be correct at the time of publication.

1.0 Introduction

North Somerset has been shaped by centuries of human impact and is less able to cope with high rainfall than it once was. Fewer trees, compacted soils and drained wetlands result in more water travelling more quickly to the levels and moors as the features that used to slow the flow of water have been removed. Climate change will increase the frequency and amount of heavy rainfall.

In the UK, flood defences include large-scale, hard engineering in and around towns, flood banks and small-scale engineering for rural communities and farmland, and coastal engineering. There is an increasing awareness of how broader landscape management can reduce the risk of flooding in towns and villages by slowing the speed of water coming off the hills and temporarily storing water in areas

where it will not cause damage. This is known as Natural Flood Management (NFM) and Working with Natural Processes (WwNP).

2.0 What is Natural Flood Management?

NFM involves implementing measures that work with nature and emulate natural processes to store water in the landscape and slow the rate at which water runs off the landscape into streams, rhyes and rivers. It is a potential approach to help reduce the risk of flooding from rivers and surface water. It should be considered alongside other options to reduce the likelihood of flooding, such as embankments, flood walls and storage reservoirs.

NFM relies on one or a combination of the following techniques:



Slowing water: by increasing resistance to its flow - for example, planting hedgerows and trees, installing woody debris dams or creating buffer strips.



Storing water: creating and maintaining capacity in bunds, ponds, ditches, swales or floodplains so they fill during rainfall and empty slowly.



Directing water: water flow paths can be intercepted and redirected to where it causes fewer problems.



Soaking water into the soil: Improving soil structure can increase the depth of water absorbed, significantly increasing the volume of water stored in the soil and reducing surface runoff.

NFM features are typically small, so they do not significantly impact farming. Many of these measures will likely provide additional benefits to farm businesses and the general public.



Benefits for land managers

- Reduced flood risk to productive farmland and farm buildings;
- Improved soil fertility and reductions in soil loss, pesticide and fertiliser runoff;
- Reduced effects of drought as healthy soils retain water for longer in dry periods;
- Improved drainage of waterlogged areas preventing prolonged inundation of farmland;
- Hedges and tree planting can provide shelter and shade for stock;

- Reduced erosion of tracks and river banks;



The cumulative impact of implementing a range of NFM measures provides multiple benefits for the broader landscape and community:

- Reduced flood risk to rural communities;
- Improved water quality and pollution removal;
- Improved habitat for wildlife;
- Economic benefits from higher landscape quality, including tourism and recreation;
- Some of these measures, such as woodland creation and restoration of peat bog habitat, absorb carbon from the atmosphere and store it in the landscape.

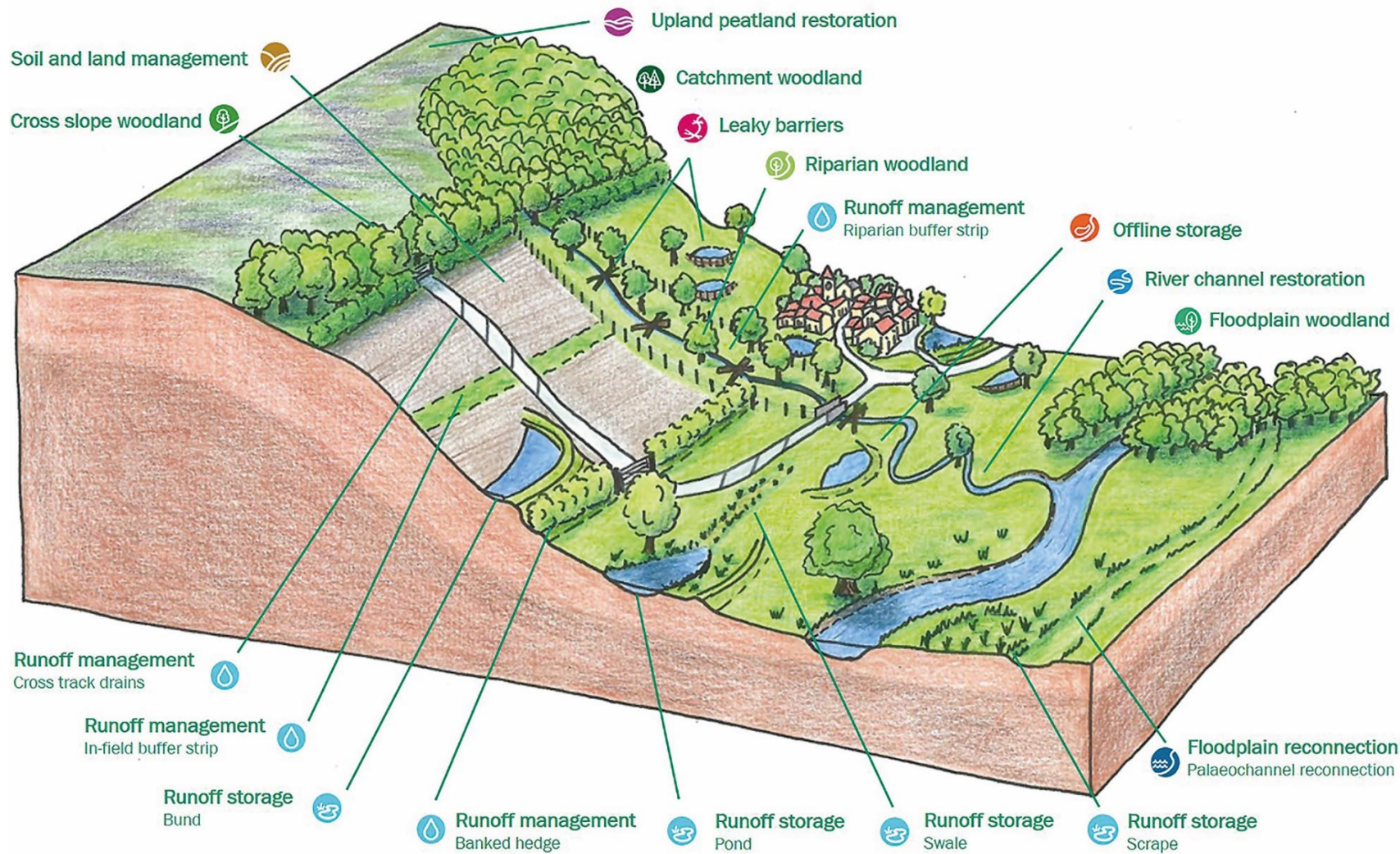


Figure 1. NFM across a river catchment. Wren, E, Barnes, M, Janes, M, Kitchen, A, Nutt, N, Patterson, C, Piggott, M, Robbins, J, Ross, M, Simons, C, Taylor, M, Timbrell, S, Turner, D, Down, P *The Natural Flood Management Manual*, CIRIA, C802, London (ISBN: 978-0-86017-945-0). Go to <https://www.ciria.org>

3.0 Natural Flood Management in North Somerset



North Somerset is mainly a rural county with a diverse landscape, including the levels and moors as well as steep valleys, known as Combes, on the Mendips. The Mendips and the Combes are a source of fast-flowing flood water that can impact isolated individual properties, small communities, and the rural highway network. In these areas, NFM offers the most cost-effective way of reducing flood risk and provides many other benefits. More information is provided below.

4.0 Using the guide

The implementation of NFM measures can vary in terms of complexity, cost, and benefits provided. This guide provides

advice on the range of NFM measures available and critical information for landowners and farmers considering which measures might be appropriate for their land. Information is also provided on the potential sources of grant funding available to help support the work.

The various measures have been grouped into three different levels:

LEVEL 1 - Measures requiring minimum or no consultation with authorities such as North Somerset Council, Internal Drainage Board or Environment Agency. These measures are usually low-cost and straightforward to instal but highly effective.

LEVEL 2 - Measures requiring a certain level of consultation and possibly consent of authorities. These measures are a mix of low to medium cost and may need contractors' help to install them.

LEVEL 3 - Measures targeted to specific locations within the catchment may require design, planning permission, and authorities' consent. In most cases, advice from professional water management consultants will be required. These measures are usually high cost and need contractors to install them.

Each measure is described in terms of its flood management effectiveness, benefit to agricultural businesses, required considerations, and overall cost. Set-up and maintenance

costs have been colour-coded, with the definition provided below.

SET-UP COSTS

LOW – The land manager can implement a system with minimal advice, equipment or specialist material.

MEDIUM - Requires some raw materials, specialist equipment, and expert involvement

HIGH - Requires significant raw materials, specialist equipment, or expert involvement

MAINTENANCE COSTS

LOW - Mostly involves routine inspections and low-grade management, which the land manager can undertake.

MEDIUM - Expert advice or equipment required to be brought in occasionally (e.g. around ten years)

HIGH - Expert advice or equipment required to be brought in frequently (e.g. less than five years)



HELP US KEEP TRACK

Please keep us updated. Please let us know if you implement a Natural Flood Management technique on your land.

5.0 Natural Flood Management Measures

5.1 Soil management – Level 1

Soil compaction is when soil is squashed into an impermeable layer. This can occur due to high livestock densities and the movement of farm machinery, with specific soil types being more susceptible to compaction. Soil compaction often occurs around gateways and water troughs due to frequent use.













Image 1. The soil in this sloping field has been compacted by agricultural machinery, contributing a significant volume of water to the watercourse, along with sediment and nutrients that have been applied to the field — image credit Bristol Avon Rivers Trust.

Soil compaction reduces the amount of water that can soak into the soil, increasing the rate and volume of water flowing across the surface. Runoff from compacted soils can be 50-60% higher than on healthy aerated healthy soils.

Soil compaction can be detrimental to grass and root growth, reducing the ability of grass to pick up nutrients and water from the soil. It creates conditions for waterlogging and poaching and increases the risk of soil and nutrient loss through runoff.

Reducing the compaction of soils by aerating, subsoiling, or sward lifting can help alleviate flooding and improve land drainage. Changes to farm management practices also encourage more natural habitats.

 <p>Natural flood management purpose</p>	<ul style="list-style-type: none"> • Reduces overland flows • Increases the amount of water held in the soil • Improves connectivity with groundwater by promoting strong root growth.
 <p>Agricultural benefits</p>	<ul style="list-style-type: none"> • Improved movement of air and nutrients through the soil profile. • Promotes strong root growth and more efficient crop growth. Improved fertiliser uptake, so less fertiliser input is needed. • Reduced soil loss and poaching. • Increased available grazing days (waterlogged soils stay colder for longer). • Enhanced heat and drought stress tolerance. • Easier access through reduction of waterlogged, muddy areas. • Improved water quality by reducing runoff and soil loss into streams.
 <p>Methods</p>	<ul style="list-style-type: none"> • Look for signs of waterlogging, including water pooling on the surface, slimy topsoil and algae growth, boggy soils, and yellowing crops and pasture. • Dig a hole up to 40 cm deep to look at soil condition and depth of compaction in topsoil and subsoil. • Undertake soil tests to identify pH – add lime if pH is below 6. This encourages the separation of soil particles from one another, creating air pockets. • Mechanically aerate soils using spiked aerators, subsoilers or sward lifters, depending on the depth of compaction. • Managing crop and livestock rotation can reduce compaction while improving soil fertility and yield. • Avoid using heavy machinery on wet soils to further protect from compaction. • Consider re-seeding or overseeding using deep rooting plant species – for example, festulolium and clovers for grassland
 <p>Considerations</p>	<ul style="list-style-type: none"> • Sub-surface and surface historic features can be damaged by mechanical treatment – mainly where these operations have not been carried out before




 <p>Level of maintenance</p>	<ul style="list-style-type: none"> • Low
 <p>Key locations</p>	<ul style="list-style-type: none"> • Any field below the moorland line, mainly where water is seen to flow across the surface in high rainfall events • Fields used for winter grazing
 <p>Costs</p>	<ul style="list-style-type: none"> • Set Up - Low • Maintenance - Low
 <p>Funding</p>	<ul style="list-style-type: none"> • Contact your local Rivers Trust, who may be able to offer advice. • Countryside Stewardship contains a range of options to reduce soil compaction. Contact Natural England for advice. • The Environmental Land Management (ELM) scheme will be based on ‘public money for public goods’. Therefore it is likely there will be funding through the new scheme.
 <p>Consents and permissions</p>	<ul style="list-style-type: none"> • Consent will generally not be required for work to reduce soil compaction. Using sward lifters and subsoilers requires consultation with the North Somerset historic environment team.
 <p>Additional information</p>	<p>The Agriculture and Horticulture Development Board (AHDB): www.ahdb.org.uk/greatsoils</p> <p>UK Government: https://www.gov.uk/guidance/remove-soil-compaction</p> <p>National Farmers Union: https://www.nfuonline.com/updates-and-information/soil-is-a-farmer-s-greatest-asset/</p> <p>Southwest Farmers Knowledge Hub: https://www.swarmhub.co.uk/soil-management/soil-structure/</p>








5.2 Winter cover crops – Level 1

Winter cover crops are non-cash crops grown on land that would otherwise be left bare over the winter.

Cover crops protect and improve the soil between regular crop production periods. Cover crops reduce winter runoff and soil loss whilst improving soil quality.



 <p>Natural flood management purpose</p>	<ul style="list-style-type: none"> • Winter cover crops help to reduce overland flow by increasing infiltration. • They slow runoff by increasing land roughness • Reduced runoff results in less soil and sediment entering watercourses.
 <p>Agricultural benefits</p>	<ul style="list-style-type: none"> • Prevents soil erosion and reduces nutrient losses via runoff and leaching. • Careful choice of cover crops can help fix nitrogen in the soil and reduce fertiliser costs. • Using deep-rooting plants consistently over the years will improve the soil structure and nutrient content, enhancing soil health and improving crop yields. • Reduces the need for herbicides and other pesticides. • Conserves soil moisture reducing the effects of drought.
 <p>Methods</p>	<ul style="list-style-type: none"> • Sow any plant that can grow throughout the winter. You can use phacelia, vetch, ryegrass, grazing rye, barley and mustard, or a mix of these depending on local conditions and needs. • Leaving crop residues throughout winter can also protect the soil surface and increase infiltration. • Do not destroy until immediately before establishing the following spring crop. • Ploughing should be along the contours of any slope and not up and down.

 <p>Considerations</p>	<ul style="list-style-type: none"> Using cover crops may require altering the arable rotation away from winter drilling towards spring. Cover crops can be used repeatedly as part of an arable rotation's long-term strategy
 <p>Level of maintenance</p>	<ul style="list-style-type: none"> Low
 <p>Key locations</p>	<ul style="list-style-type: none"> Works well on arable or temporary grassland adjacent to watercourses, particularly on sloping fields. Where water is seen to flow across the surface in high rainfall events. Land vulnerable to nitrate leaching.
 <p>Costs</p>	<ul style="list-style-type: none"> Set Up - Low Maintenance - Low
 <p>Funding</p>	<ul style="list-style-type: none"> Certain cover crop types can be funded through the Countryside Stewardship scheme for mid and higher tier providing the land is eligible. Contact your local Natural England Catchment Sensitive Farming Officer for advice. The Environmental Land Management (ELM) scheme will be based on 'public money for public goods'. Therefore, it is likely that there will be funding through the new scheme.
 <p>Consents and permissions</p>	<ul style="list-style-type: none"> Consents are unlikely to be required for work to establish cover crops.
 <p>Additional information</p>	<p>Championing the Farmed Environment (CFE): https://www.cfeonline.org.uk/advice-training/winter-cover-crops/</p> <p>The Agriculture and Horticulture Development Board (AHDB): https://ahdb.org.uk/cover-crops</p>







5.3 Cross drains in farm tracks – Level 1





Tracks provide a significant transport pathway for water and sediment. This creates problems with erosion of the track and deposition of sediment on farmland, roads or in watercourses. Tracks are costly to repair but are essential to the farm.



Image 2. An example is a block stone track drain designed to divert surface water from the track into the adjacent vegetation —image credit Bristol Avon Rivers Trust.

A cross drain is a system to collect runoff and divert water off a track or path. If the water carries much sediment, it should be diverted into a sediment trap for the sediment to settle out. Otherwise, water can be diverted into areas of vegetation which will slow down the flow and allow infiltration.

 <p>Natural flood management purpose</p>	<ul style="list-style-type: none"> • Cross drains to divert the main pathway of water, reducing the volume and velocity of runoff and encouraging infiltration • Reduced soil and sediment entering watercourses, particularly when used with a sediment trap. • These measures slow flow pathways.
 <p>Agricultural benefits</p>	<ul style="list-style-type: none"> • Farm tracks suffer from less erosion. • Sediment caught in traps can be re-used on the track, saving time and money. • Cross drains potentially reduce water issues at the end of the track and can prevent sediment from being washed onto grassland
 <p>Methods</p>	<ul style="list-style-type: none"> • The size of the cross drain will depend on local conditions. Small drains are typically d0.1 x w0.1 m constructed of concrete, wood, metal or clay pipe. For heavy rainfall, d0.2 x w0.2m drains will be more effective. • Depending on the substrate of the track, a block stone cross drain may be more effective and require less maintenance.
 <p>Considerations</p>	<ul style="list-style-type: none"> • Works on steep slopes or where runoff volume is high; several cross drains will be required, located at specific intervals along the track. • They can be linked with swales and sediment traps alongside the track to encourage sediment to drop out of the water. This also prevents sediment from being washed onto grassland.
 <p>Level of maintenance</p>	<ul style="list-style-type: none"> • Low • Cross drains should be inspected, cleaned, or reshaped to their original capacity after each major storm.
 <p>Key locations</p>	<ul style="list-style-type: none"> • Tracks on steep hillsides, adjacent to yards or roads, or within proximity of a watercourse.

 <p>Costs</p>	<ul style="list-style-type: none"> • Set Up - Low • Maintenance - Low
 <p>Funding</p>	<ul style="list-style-type: none"> • Cross drains can be funded through the Countryside Stewardship scheme for mid and higher tier providing the land is eligible. • The Environmental Land Management (ELM) scheme will be based on 'public money for public goods'. Therefore, it is likely that there will be funding through the new scheme. • Local Rivers Trusts in their project areas may be able to help support this.
 <p>Consents and permissions</p>	<ul style="list-style-type: none"> • If work to a track is within 8 m of main river or on the floodplain of a main river, the work must be registered with the Environment Agency as an exemption. This is free of charge. Consents are not required for works close to an ordinary watercourse (see Consents and Permissions section to check whether this applies). • A utility check will need to be carried out before work. These can be above or below ground or overhead (e.g. gas, electricity, water). They can restrict location for proposed measures as well as the methods used.
 <p>Additional information</p>	<p>Contact your local Natural England Catchment Sensitive Farming Officer for advice. https://www.gov.uk/guidance/catchment-sensitive-farming-reduce-agricultural-water-pollution</p>

5.4 Creating buffer strips and riparian tree planting – Level 1

Creating strips of vegetation within a field can provide a physical barrier that slows the flow of overland runoff, increases infiltration, and prevents soil, sediment and nutrient loss from fields.



Image 3. Fencing & planting of native trees to create a vegetated riparian buffer strip along an exposed riverbank. Image credit Bristol Avon Rivers Trust.

Riparian buffer strips are next to watercourses, whereas in-field buffer strips are found adjacent to field boundaries and across fields.



Buffer strips can contain long grasses, trees, and shrubs. This vegetation increases the surface 'roughness' and slows down runoff.






Buffer strips often require fencing to prevent livestock from accessing the buffer strip and the watercourse. Alternative drinking sources, such as gravity-fed troughs, solar pumps or pasture pumps, can be used with buffer strips to provide livestock with access to water.





Natural flood management purpose

- Vegetation in the buffer strip increases the roughness of the land surface, which slows runoff.
- Vegetation increases and rainfall interception.
- Reduce loss of soil and sediment into watercourses.
- Bankside trees stabilise the banks of watercourses, helping prevent erosion and siltation from bank material.

	<ul style="list-style-type: none"> • Bankside trees shade rivers, keeping them cool for aquatic wildlife and more resilient to climate change.
 <p>Agricultural benefits</p>	<ul style="list-style-type: none"> • Stabilise the banks of watercourses, reducing erosion. • Reduce the frequency of ditch management through decreased rates of siltation and weed development. • Enhance crop management operations by straightening irregular field edges. • Provide habitat for beneficial insects, including pollinators and predators of pests. • Reduce the effects of spray drift. • Provide shelter and shade for livestock. • Reduce the risk of livestock acquiring waterborne diseases. • Buffer strips trap and filter runoff, preventing loss of fertilisers, sediment and pesticides to watercourses, helping to meet cross-compliance rules. • Evidence suggests that the increase in soil moisture and climatic control provided by buffer strips aids field grass growth.
 <p>Methods</p>	<ul style="list-style-type: none"> • Riparian buffer strips should be a minimum of 6 m wide for maximum effect and may require fencing to exclude livestock from the river banks. • The in-field buffer strips should be at least 2m wide. A beetle bank can be created by building a small mound along the in-field buffer strip, further benefiting the wildlife and encouraging natural predators of crop-eating insects. • Planting native tree species within the buffer strip increases benefits for NFM and wildlife. Avoid planting tall growing species; shrubs such as hawthorn and hazel interspersed with alder, willow and birch would be more beneficial for slowing runoff and stabilising riverbanks. Planting should take place during the winter months to avoid periods of dry weather, providing trees with the best chance of survival. • Maintenance of field buffer strips will depend on the land use, but fertilisers and manures should not be used.

 <p>Considerations</p>	<ul style="list-style-type: none"> • If the strip is to be fenced from grazing, with the fence line more than 3 m from the middle of the river, there may be reductions in eligible land area under the Basic Rural Payments Scheme and implications for field boundary changes. • Existing habitats and species may be protected or require particular specialist surveys and consent before work. Potential opportunity to enhance/connect existing habitat for these species. • Fencing of watercourses may require installing alternative water access for livestock (such as gravity-fed drinking troughs, solar pumps or pasture pumps) and can impact livestock movements through fields. • A utility check will need to be carried out before tree planting. These can be above or below ground or overhead (e.g. gas, electricity, water). They can restrict location for proposed measures as well as the methods used.
 <p>Level of maintenance</p>	<ul style="list-style-type: none"> • Medium • Dependent on the need for replacement/repair of fencing after flood events. To minimise this, fences in flood-prone areas should be in 50 m sections and line wire where possible. • Trees will require future maintenance, including removal of guards and replacement if individuals do not survive. Once mature, trees will need to be maintained to prevent limbs from falling, damaging the fence line, and blocking the watercourse.
 <p>Key locations</p>	<ul style="list-style-type: none"> • Throughout the catchment, adjacent to rivers, and especially on grazed land next to streams and ditches that suffer from high sediment loads. • In-field strips on arable land at risk from soil erosion. This option works well alongside other run-off incepting options, such as contour bunds and hedgerows.
 <p>Costs</p>	<ul style="list-style-type: none"> • Set Up - Medium • Maintenance - Low
 <p>Funding</p>	<ul style="list-style-type: none"> • Countryside Stewardship scheme contains a range of buffer strip, grass margin, and riparian management strip options for a mid and higher tier, providing the land is eligible. Contact your local Natural England Catchment Sensitive Farming Officer for advice.

	<ul style="list-style-type: none"> • The Environmental Land Management (ELM) scheme will be based on ‘public money for public goods’. Therefore, it is likely that there will be funding through the new scheme. • Local Rivers Trusts may assist with riparian fencing costs in their project areas. • Forest of Avon Trust may support landowners with the development of tree planting plans.
 <p>Consents and permissions</p>	<ul style="list-style-type: none"> • Consents are unlikely to be required for work to establish buffer strips. • Fencing can be erected alongside a river without an environmental permit, providing the fencing is post and rail or post and wire. If wire is used, it must be strands or at least 100 mm spaced mesh.
 <p>Additional information</p>	<p>Championing the Farmed Environment (CFE): https://www.cfeonline.org.uk/advice-training/grass-buffer-strips-next-to-a-watercourse-or-pond/ https://www.cfeonline.org.uk/advice-training/in-field-grass-strips-to-avoid-erosion/</p> <p>Royal Society for the Protection of Birds https://www.rspb.org.uk/birds-and-wildlife/wildlife-guides/bird-a-z/barn-owl/habitat/</p>

5.5 Cross slope tree planting – Level 1





Planting trees within farmland can be beneficial for reducing flood risk, for wildlife, and farm business. Tree planting doesn't have to mean taking land out of production; even small-scale tree planting can be beneficial when well-sited. Cross-slope planting and riparian planting are particularly beneficial.









Image 4. Cross-slope tree planting to intercept significant flow pathways on a steep slope. Image credit Bristol Avon Rivers Trust

Trees reduce flood risk by intercepting rainfall (catching rainwater on their leaves from which it then evaporates), increasing surface roughness which slows overland runoff, and increasing infiltration rates via their roots. Trees planted along contours across a slope intercept the flow of water as it runs downhill and increases infiltration, storing water and nutrients in the soil.

They have many other benefits, including stabilising riverbanks, providing shelter for livestock, reducing soil loss, increasing wildlife habitat and helping address the climate emergency.

 <p>Natural flood management purpose</p>	<ul style="list-style-type: none"> • Trees increase surface roughness, slowing overland flows. • Reduce the volume of runoff by promoting rainfall infiltration into the soil. Woodland soils typically have a relatively open, organic-rich upper layer, facilitating the rapid entry and storage of rainwater – a ‘sponge’ effect. • Interception can reduce the amount of rainfall reaching the ground by as much as 45%. • The roots of bankside trees and associated vegetation help to bind and strengthen stream banks, reducing the risk of bank collapse, erosion and siltation of watercourses.
 <p>Agricultural benefits</p>	<ul style="list-style-type: none"> • Trees create areas of shelter and shade for livestock. • Trees trap and filter runoff, preventing loss of fertilisers, sediment and pesticides to watercourses, helping to meet cross-compliance rules. • Evidence suggests that the increase in soil moisture and climatic control provided by buffer strips aids field grass growth and prolongs the growing season. • Reducing soil erosion by protecting soil and crops from the full impacts of strong winds and rain. • Planting trees can increase the potential for game shooting on farmland.
 <p>Methods</p>	<ul style="list-style-type: none"> • Cross-slope planting should be along contours in areas with high overland runoff. • Mixed woodland with a range of species, including a significant conifer component, offer the greatest natural flood management benefits.
 <p>Considerations</p>	<ul style="list-style-type: none"> • Woodlands should be fenced from livestock to encourage the growth of trees and vegetation under the canopy. • Potential change in eligibility for Basic Payment Scheme. • Trees need maintenance in at least the first three years to ensure establishment, including removal and recycling of guards and replacement if individuals do not survive. • A utility check will need to be carried out before tree planting. These can be above or below ground or overhead (e.g. gas, electricity, water). They can restrict location for proposed measures as well as the methods used.

 <p>Level of maintenance</p>	<ul style="list-style-type: none"> • Medium • For new native woodland, this will involve weeding, checking or straightening guards, and replacing failed trees as the plantation becomes established. Guards will need to be removed when the trees are grown. • Forest of Avon Trust may support landowners with the development of tree planting and maintenance plans.
 <p>Key locations</p>	<ul style="list-style-type: none"> • Across a slope following a contour. • Increasing existing gill woodlands, plantations and shelter belts. • Alongside watercourses
 <p>Costs</p>	<ul style="list-style-type: none"> • Set Up - Medium • Maintenance - Low
 <p>Funding</p>	<ul style="list-style-type: none"> • Woodland Trust can help with on-the-ground advice, tree procurement and some small-scale provision of grant-funded materials. • Local Rivers Trusts in specific project areas
 <p>Consents and permissions</p>	<ul style="list-style-type: none"> • Consents are unlikely to be required for small-scale tree planting unless they are adjacent to a watercourse in the Internal Drainage Board District.
 <p>Additional information</p>	<p>Woodland locations and forestry standards www.gov.uk/government/publications/the-uk-forestry-standard</p> <p>Woodland Trust – Woodland Creation Guide https://www.woodlandtrust.org.uk/publications/2022/02/woodland-creation-guide/</p> <p>Forest of Avon https://forestofavontrust.org/</p>

5.6 Management of existing woodlands and understory planting – Level 1




Appropriate management of existing woodlands can enhance their benefits for flood management and biodiversity.








Image 5. Thinning the thick tree canopy along the watercourse. Image credit Bristol Avon Rivers Trust

Woodlands managed for various ages, sizes and types of trees, with a dense understory of both ground cover and shrubs below the tree canopy, will have the most significant potential for slowing overland runoff and increasing infiltration and interception.

Thinning thick tree canopies along the watercourse can provide multiple benefits, such as improving instream river habitat and encouraging shrubs and understory vegetation to grow. In turn, this can benefit biodiversity and help slow the flow of surface water running into the watercourse because of increased surface roughness. A ratio of 60:40 shade to light is recommended.

 <p>Natural flood management purpose</p>	<ul style="list-style-type: none"> • Understory of small trees and shrubs in existing woodland increases the surface roughness and slows overland runoff. • Reduces the runoff volume by intercepting rainfall and promoting infiltration into the soil. • The roots of vegetation help to bind and strengthen stream banks, reducing the risk of bank collapse, erosion and siltation.
 <p>Agricultural benefits</p>	<ul style="list-style-type: none"> • Understory planting increases the flood mitigation potential of woodland without extending the area of the woodland. • Roots stabilise and strengthen the soil. • Reduces runoff preventing loss of fertilisers, sediment and pesticides. • Provides habitat for terrestrial wildlife. • In poor weather, stock can use the woodland margin for shelter. • Coppicing can provide firewood.
 <p>Methods</p>	<ul style="list-style-type: none"> • Coppicing stimulates the growth of the trees and allows more light, enhancing understory growth. • Fencing off woodlands to exclude livestock access can allow the natural regeneration of understory plants. • Plant native species such as holly, blackthorn, hazel, hawthorn or woodrush.
 <p>Considerations</p>	<ul style="list-style-type: none"> • Loss of open space in the woodland. • Potential loss of grazing land if livestock is excluded. • This technique is particularly beneficial where plantations will likely need clear felling at some point in their management cycle. Establishing continuous cover means forest soils are less likely to be exposed after forestry operations and reduces soil erosion • Riparian canopies are to be thinned when the watercourse's shade-to-light ratio is greater than 60:40.
 <p>Level of maintenance</p>	<ul style="list-style-type: none"> • Medium • Trees need maintenance for at least the first three years after planting to ensure establishment.

	Key locations	<ul style="list-style-type: none"> • Throughout catchment in existing woodland, especially along known overland flow pathways
	Costs	<ul style="list-style-type: none"> • Set Up - Low • Maintenance - Low
	Funding	<ul style="list-style-type: none"> • Woodland Trust can help with on-the-ground advice, tree procurement and some small-scale provision of grant-funded materials. • Local Rivers Trusts in specific project areas
	Consents and permissions	<ul style="list-style-type: none"> • Consents are unlikely to be required to manage existing woodlands, but large-scale felling requires a licence from the Forestry Commission.
	Additional information	<p>Managing woodlands & forestry standards www.gov.uk/government/publications/the-uk-forestry-standard</p> <p>Woodland Trust – Managing Woodland https://www.woodlandtrust.org.uk/plant-trees/managing-trees-and-woods/managing-your-woodland/</p> <p>Forest of Avon https://forestofavontrust.org/</p>

5.7 Planting and managing hedgerows – Level 1



Image 6. Hedgerow planting to reduce the impact of livestock, including soil compaction and trampling of the riverbank. The hedgerow will also provide a valuable habitat corridor for wildlife and slow surface water flow — image credit Bristol Avon Rivers Trust.




Hedgerows are an intrinsic part of the landscape and, in many places, owe their existence to the need to divide grassland into conveniently-sized grazing pastures for livestock.







Hedgerows provide excellent natural weather barriers and habitat for wildlife but also perform a natural flood management function by intercepting rainfall, slowing overland runoff and increasing infiltration. Planting hedgerows on small embankments, known as banded hedgerows, can improve the growth of the hedge and enhance the NFM and water quality benefit by intercepting and temporarily storing overland flow.

These benefits can be achieved by planting new hedgerows across slopes or restoring old hedgerow boundaries still evident in the landscape.

Image 7. Hedgerow combined with a wildflower buffer



 <p>Natural flood management purpose</p>	<ul style="list-style-type: none"> • Hedgerows reduce runoff volume by intercepting rainfall and promoting infiltration into the soil. They also slow flow pathways are designed to intercept. • Bunded hedgerows can intercept surface runoff, temporarily storing flood water and increasing infiltration. • Hedgerows trap sediment, reducing the amount of sediment and diffuse pollution reaching watercourses.
 <p>Agricultural benefits</p>	<ul style="list-style-type: none"> • Hedgerows create areas of shelter and shade for livestock. • Hedges trap and filter runoff, preventing loss of fertilisers, sediment and pesticides to watercourses, helping to meet cross-compliance rules. • Reducing soil erosion by protecting soil and crops from the full impacts of strong winds and rain. • Increased leaf litter improves soil quality. • Can prevent animal-to-animal contact, reducing the spread of disease. • Provide habitat for farmland birds and beneficial insects.
 <p>Methods</p>	<ul style="list-style-type: none"> • Prepare the ground along a 1.5m wide strip to provide good soil conditions and as little competition from other vegetation as possible. • Plant a double staggered row hedge using six plants per metre. • Up to 75% of the species can be thorns – for example, hawthorn and blackthorn. • Consider a mix of shrub species, including hazel, geulder rose, rowan and holly, to enhance the hedgerow for wildlife. • Add in an oak, lime, aspen or alder every 10 m to grow into a single landscape tree for additional shade and shelter. Use a 1.2 m guard to protect the standard tree as it grows. • Fence off the plants, keeping fences far enough away so the hedgerow can grow at least 2 m in width. Rabbit netting may be needed, either on its own or with stock fencing, if there is a known problem with rabbits or hares. • Remove individual guards and tree shelters once the plants are established.

 <p>Considerations</p>	<ul style="list-style-type: none"> • Planting can be undertaken throughout the winter but not in freezing weather or waterlogged ground. If planting into clay soils, wait until March. • If new hedgerows are planted, consider linking existing hedgerows and habitats.
 <p>Level of maintenance</p>	<ul style="list-style-type: none"> • High • Newly planted hedges will require annual maintenance until they are at least 1.5m tall. Competitive weeds should be controlled (including brambles, nettles and grasses) during the first growing season. • The laying of a hedge every 8-15 years will increase wildlife benefits and create a denser stock-proof barrier.
 <p>Key locations</p>	<ul style="list-style-type: none"> • Consider planting a new hedge across a slope where runoff occurs or perpendicular to the river in a floodplain. • Where hedgerows have been lost from an area or the network is fragmented. • Restoration of historic hedgerows
 <p>Costs</p>	<ul style="list-style-type: none"> • Set Up - Medium • Maintenance - Low
 <p>Funding</p>	<ul style="list-style-type: none"> • Woodland Trust can help with on-the-ground advice, tree procurement and some small-scale provision of grant-funded materials. • Countryside Stewardship scheme capital hedgerows and boundaries grant can fund hedgerow laying and maintenance, providing the land is eligible. Contact your local Natural England Catchment Sensitive Farming Officer for advice. • Local Rivers Trusts in specific project areas
 <p>Consents and permissions</p>	<ul style="list-style-type: none"> • Consents are unlikely required for work to establish hedgerows unless they are adjacent to a watercourse in an IDB District.



Additional
information

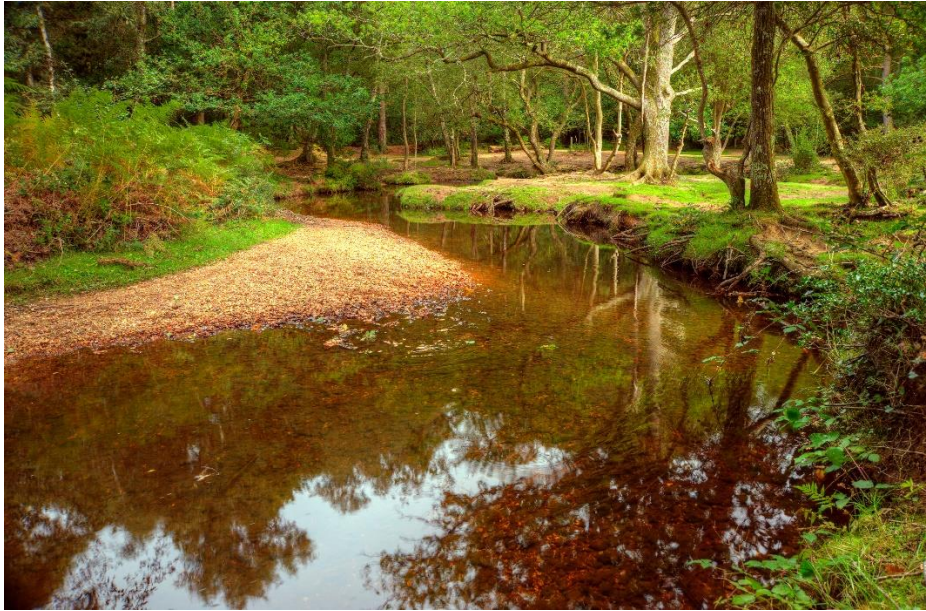
Government Advice - Plant and manage hedgerows

<https://www.gov.uk/guidance/plant-and-manage-hedgerows>

Hedgelinek – Managing Hedgerows

<http://hedgelinek.org.uk/index.php?page=23>



5.8 Watercourse (ditch/rhyne) naturalisation – Level 1










With weather patterns predicted to be more erratic with climate change, holding water back in watercourses and encouraging infiltration could also help to mitigate against drought. Some watercourses are essential for flood drainage, but others can be naturalised to create a fully functioning floodplain through collapsing incised banks.

Naturalised watercourse networks can create multiple benefits for people and wildlife while fulfilling your duties as a riparian owner.

Watercourses can be used as a pond, which helps slow water flow into main rivers and streams by holding water during rainfall.

 <p>Natural flood management purpose</p>	<ul style="list-style-type: none"> • Store excess water during heavy rainfall events, encouraging water infiltration into soil and storage in times of drought. • Instream and bankside vegetation can help to slow the flow. • Reduced velocity and erosion of sediment. • Backwaters, junction ponds, and 2 stage channels (particularly where soil is moved out of the floodplain) provide extra flood storage capacity
 <p>Agricultural benefits</p>	<ul style="list-style-type: none"> • Conserving water into and through drought conditions. • Vegetation can trap pollution and sediment leaving farm systems. • Increase in biodiversity.

 <p>Methods</p>	<ul style="list-style-type: none"> • Increased groundwater recharge. • Collapsing incised banks. • Creating junction ponds, meandering edges and creating a two-stage ditch channel. • Adding backwaters and leaky dams.
 <p>Considerations</p>	<ul style="list-style-type: none"> • Works well with soil and land management to avoid erosion, sediment traps and riparian buffer strips. • The Lead Local Flood Authority can give specific advice, as can the Internal Drainage Board or Environment Agency. • Consult the Lead Local Flood Authority where obstructions are placed in the channel. • Precautions will need to be made if protected species are present, such as nesting birds, great-crested newts and water voles.
 <p>Level of maintenance</p>	<ul style="list-style-type: none"> • Low
 <p>Key locations</p>	<ul style="list-style-type: none"> • Ditches and artificial drainage channels throughout the catchment, mainly found on low-gradient agricultural land.
 <p>Costs</p>	<ul style="list-style-type: none"> • Setup – low • Maintenance – low
 <p>Funding</p>	<ul style="list-style-type: none"> • Countryside Stewardship (CS) Scheme – mid-tier. • The ELM scheme will be based on ‘public money for public goods. Therefore it is likely there will be funding through the new scheme
 <p>Consents and permissions</p>	<p>Lead local flood authority Internal Drainage Board Environment Agency if main river.</p>



Additional
information

Association of Drainage Authorities (ADA) - The Drainage Channel Biodiversity Manual
<https://www.ada.org.uk/knowledge/environment/>

The River Trusts – Managing Ditches <https://therivertrust.org/media/2017/04/Pinpoint-21.0-Soil-Management-Managing-ditches.pdf>






5.9 Bunds and detention basins – Level 2






Bunds are low earth mounds built following the slope's contour. Water is held by the bund and allowed to disperse through a combination of infiltration into the soil, evaporation and slow release (for example, through a small pipe or filter material).



Image 8. A series of bunded scrapes created within a newly created grass buffer between the watercourse (beside established hedgerow) and agricultural practice. Once established, the surface roughness will increase the effectiveness of slowing the flow and capturing soil — image credit Bristol Avon Rivers Trust.

Bunds work most effectively when constructed across known runoff pathways that appear after heavy rainfall. Bunds can be designed to keep the area dry and productive or encourage wetland habitat development. This can be carried out on a small to large scale, depending on the size of the catchment area and the local soil conditions.

 <p>Natural flood management purpose</p>	<ul style="list-style-type: none"> • Creation of bunds across known run-off pathways can intercept water flowing over the ground, slow the flow and redirect runoff. • They reduce the runoff volume by increasing the opportunity for infiltration and evaporation. • They trap sediment and nutrients, which can reduce the function of neighbouring watercourses and drainage systems.
 <p>Agricultural benefits</p>	<ul style="list-style-type: none"> • Bunds reduce soil loss and surface scour. • They filter diffuse pollutants and provide an opportunity for nutrient reclamation. • They provide pollutant treatment by allowing settlement. • Bunds can be engineered in such a way as to provide access to fields in times of flood which would otherwise be inaccessible
 <p>Methods</p>	<ul style="list-style-type: none"> • Design of more extensive bunds or detention basins should be site-specific and carried out by a land drainage specialist. Local Rivers Trusts may be able to help with this. • Detention areas should be sized for the area draining into them. • The slope of the sides should be less than 1 in 4 and vegetated. • Construction materials will depend on the size of the detention basin, the method of flow control used, and the consideration of future maintenance
 <p>Considerations</p>	<ul style="list-style-type: none"> • Consideration should be given to where the water would go if the storage area becomes full and the bund is overtopped. These exceedance flow paths should not create a new flood risk area. • Flooded agricultural land is still eligible for BPS if the flooding is temporary and the land would otherwise still be available for agricultural activity. Deliberate and planned flooding of agricultural land to create new watercourses and permanent wetlands is not considered a temporary flooding event as the land is not being maintained in a state suitable for grazing or cultivation, which is the primary eligibility factor for BPS. • Can make cutting and mowing practices more complex.
 <p>Level of maintenance</p>	<ul style="list-style-type: none"> • Medium • Dependent on the scale and design. Require regular inspection to ensure that the bund is intact, the outlet is not blocked, and the area behind the bund is not filled with silt.

	Key locations	<ul style="list-style-type: none"> • Small vales and slopes prone to runoff during flood events. • Areas where runoff with a heavy sediment load is known to compromise local drainage.
	Costs	<ul style="list-style-type: none"> • Set Up - Medium • Maintenance - Medium
	Funding	<ul style="list-style-type: none"> • Bunds can be funded through the Countryside Stewardship scheme for mid and higher tier providing the land is eligible. Contact your local Natural England Catchment Sensitive Farming Officer for advice. • Countryside stewardship payments may be available for flood mitigation on permeant grassland for higher tier agreements only, providing the land is eligible. • Local Rivers Trust in specific project areas
	Consents and permissions	<ul style="list-style-type: none"> • Large structures may need planning permission. • Activities carried out on the floodplain of a main river need a flood risk activity environmental permit if you do not have planning permission.
	Additional information	<p>Government Advice – Rural Sustainable Drainage Systems https://www.gov.uk/government/publications/rural-sustainable-drainage-systems</p> <p>Construction Industry Research and Information Association www.susdrain.org/resources/ciria-guidance.html</p>

5.10 Swales – Level 2








Swales are shallow, linear, vegetated drainage features that store and redirect surface water flows that appear after heavy rain.




The vegetation in the swale increases roughness, slowing the flow of water. The water can be slowed further by introducing check dams and berms across the swale.

Swales also increase the opportunity for infiltration and reduce downstream pollution by encouraging sediment settlement. Swales can be built across contours to intercept and store runoff and work well alongside banded hedgerows. Swales can also be built in combination with banded detention areas and act to direct runoff into the storage area.

Image 9. A swale leading to a basin that stores water in heavy rainfall



	<p>Natural flood management purpose</p>	<ul style="list-style-type: none"> • Swales reduce runoff rates by slowing the flow of water. • They reduce the runoff volume by increasing the opportunity for infiltration and evaporation. • They trap sediment, which can reduce the function of neighbouring watercourses and drainage systems.
	<p>Agricultural benefits</p>	<ul style="list-style-type: none"> • Swales reduce soil loss and surface scour. • They provide pollutant treatment by allowing settlement.
	<p>Methods</p>	<ul style="list-style-type: none"> • Design of the swales should be site-specific and consider the contour of the surrounding land, the position in the landscape, and the soil type. • Swales can be dug along boundaries, with the spoil used to create a hedge on a small embankment, known as a kested hedge.
	<p>Considerations</p>	<ul style="list-style-type: none"> • The location of the swale will be suggested by the reaction of the landscape to heavy rainfall. Their design should be tailored to each location. • Consult with the Rural Payments Agency (RPA) about eligibility for the Basic Payment Scheme (BPS) as a swale may be considered a 'new watercourse', which would render that area an ineligible feature.
	<p>Level of maintenance</p>	<ul style="list-style-type: none"> • Low • Some vegetation control may be required. Sediment build-up will need to be removed periodically. The addition of structures within the swale increases maintenance.
	<p>Key locations</p>	<ul style="list-style-type: none"> • Shallow slopes prone to runoff during flood events. • Areas where runoff with a heavy sediment load is known to compromise local drainage
	<p>Costs</p>	<ul style="list-style-type: none"> • Set Up - Medium • Maintenance - Low

 <p>Funding</p>	<ul style="list-style-type: none"> • Swales can be funded through the Countryside Stewardship scheme for mid and higher tier providing the land is eligible. Contact your local Natural England Catchment Sensitive Farming Officer for advice. • Local Rivers Trusts in specific project areas
 <p>Consents and permissions</p>	<ul style="list-style-type: none"> • If the swale is on the floodplain of a main river, the work must be registered with the Environment Agency (see Consents section to check whether this applies). • If the total area is less than 0.1 Ha, the swale will be registered as an exemption. This is free of charge. • If the swale area is over 0.1 Ha, the work will require a flood risk activity environmental permit. • Consent may be required from the Environment Agency.
 <p>Additional information</p>	<p>Government Advice – Rural Sustainable Drainage Systems https://www.gov.uk/government/publications/rural-sustainable-drainage-systems</p> <p>Construction Industry Research and Information Association www.susdrain.org/resources/ciria-guidance.html</p>

5.11 Sediment traps – Level 2







Sediment traps can take many forms but typically involve excavation on a surface runoff pathway. Runoff enters the excavation and is detained there, allowing sediment to settle out before the runoff is discharged via an outlet.







Image 10. A sediment trap designed to take water off a nearby road allows suspended sediment to settle before flowing into the downstream watercourse — image Credit Bristol Avon Rivers Trust.

Reducing sediment inputs to watercourses also benefits aquatic wildlife and reduces water pollution.

Sediment traps do not store large volumes of water to reduce flood risk but reduce sediment inputs to watercourses, thus maintaining their capacity downstream. Sediment traps can also be used as a pre-treatment for water running into a temporary storage area, reducing diffuse pollution downstream.

 <p>Natural flood management purpose</p>	<ul style="list-style-type: none"> • Sediment traps hold some excess floodwater, but many would be needed in a catchment to impact the flood peak significantly. • They reduce siltation, maintaining the capacity of downstream watercourses. • They can be used as a pre-treatment for other natural flood management measures, such as retention ponds.
 <p>Agricultural benefits</p>	<ul style="list-style-type: none"> • Retain washed-off topsoil allowing for re-spreading. • Enhances longevity of other NFM measures such as bunds and ponds. • Maintains capacity of watercourses and ditches, reducing the need for maintenance. • Improve water quality.
 <p>Methods</p>	<ul style="list-style-type: none"> • A small excavation is created, usually with a gravel outlet. Rocks and vegetation around the outlet will protect against erosion. • The slope of the sides should be less than 1 in 4 and vegetated. • Ensure access is provided for cleaning the sediment trap. • The size will depend on the site and the runoff volumes to be intercepted; however, the greater the scale, the greater the removal efficiency
 <p>Considerations</p>	<ul style="list-style-type: none"> • Consent may be required to remove and spread sediment caught in a sediment trap. • Sediment traps are not intended to treat wastewater or effluents. • Sediment traps will be classed as ineligible features under the Basic Payment Scheme (BPS) rules if they are 0.01 hectares or if together they add up to 0.01 hectares or more.
 <p>Level of maintenance</p>	<ul style="list-style-type: none"> • Medium • Sediment traps will need to be regularly emptied <ul style="list-style-type: none"> – the frequency will depend on the area being drained and how much sediment is being intercepted. • This can be re-spread onto agricultural land (may require an exemption for the use of waste to be registered with the Environment Agency).
 <p>Key locations</p>	<ul style="list-style-type: none"> • Within an area where surface runoff flows downhill. • In conjunction with cross drains. • As a pre-treatment for temporary water storage areas.

 <p>Costs</p>	<ul style="list-style-type: none"> • Adjacent to, or within, ditches • Set Up - Low • Maintenance - Low
 <p>Funding</p>	<ul style="list-style-type: none"> • Sediment traps can be funded through the Countryside Stewardship scheme for mid and higher tier providing the land is eligible. Contact your local Natural England Catchment Sensitive Farming Officer for advice. • Local Rivers Trusts (RT) within their project areas.
 <p>Consents and permissions</p>	<ul style="list-style-type: none"> • Constructing a sediment trap on the floodplain of a main river or within 9m of a watercourse in the IDB District may require a flood risk activity environmental permit or Land Drainage Consent. Contact the Environment Agency or IDB for guidance.
 <p>Additional information</p>	<p>Championing the Farmed Environment (CFE) https://www.cfeonline.org.uk/cfe/resources/water-quality-protection-for-your-farm-business/</p> <p>Government Advice – Rural Sustainable Drainage Systems https://www.gov.uk/government/publications/rural-sustainable-drainage-systems</p> <p>Construction Industry Research and Information Association www.susdrain.org/resources/ciria-guidance.html</p>

5.12 Leaky barriers or large woody dams – Level 2

Leaky barriers constructed in streams and ditches are designed to hold back flood water within the channel or encourage water to spill onto the banks, reducing the downstream flood peak by temporarily storing water and slowing the flow.













Image 11. A leaky dam was constructed along an incised tributary to slow the flow by increasing storage capacity upstream of the structure. Image credit Bristol Avon Rivers Trust

Leaky barriers are designed to replicate naturally fallen trees and create a variety of habitats and flow conditions. They are set above average stream levels, so normal flows and fish movement are not impeded. When whole trunks are used and secured, they are referred to as large woody dams.



Image 12. An example of a Large woody dam within the headwaters of a watercourse. Image credit Bristol Avon Rivers Trust

 <p>Natural flood management purpose</p>	<ul style="list-style-type: none"> • Leaky barriers slow high flows, increasing the time it takes for stormwater to pass downstream, thereby reducing the maximum flood peak. • Leaky barriers can be constructed so that floodwater spills onto the floodplain for additional temporary storage where conditions are suitable. • They are designed to slowly drain trapped water once the flood flow has passed.
 <p>Agricultural benefits</p>	<ul style="list-style-type: none"> • Leaky barriers can successfully reduce localised flooding within the farm holding. • Trap sediment, improving water quality
 <p>Methods</p>	<ul style="list-style-type: none"> • Large woody dams are created by laying large tree trunks in a cross formation across the channel to rest safely on both banks, wedged and secured in position. Smaller timbers can be held in place between the larger ones. • Leaky barriers are constructed by securing a support across the channel and securing slats to form a barrier that lets some water pass through. • The height of the lowest timber should allow normal flows to pass underneath. This will also permit fish passage. • To maximise impact, it is recommended to create a series of at least three leaky barriers. • If possible, use locally sourced wood.
 <p>Considerations</p>	<ul style="list-style-type: none"> • Many barriers are likely needed in a catchment, and their implementation will need careful planning to ensure they do not cause flood peaks to coincide.
 <p>Level of maintenance</p>	<ul style="list-style-type: none"> • Medium • Large woody dams will need periodic checking to ensure the logs are still wedged in the correct position. Periodic clearance of debris and sediment from the leaky dams will prevent blockage and overflow of water.
 <p>Key locations</p>	<ul style="list-style-type: none"> • Generally suited to smaller watercourses (< 2 m wide) and ditches throughout the catchment, where holding water back will not create additional problems.

 Costs	<ul style="list-style-type: none">• Set Up - Low• Maintenance - Low
 Funding	<ul style="list-style-type: none">• Leaky barriers can be funded through the Countryside Stewardship scheme for mid and higher tier providing the land is eligible. Contact your local Natural England Catchment Sensitive Farming Officer for advice.• Local Rivers Trusts within project areas.
 Consents and permissions	<ul style="list-style-type: none">• Constructing in-channel will require consent from the Lead Local Flood Authority, IDB or Environment Agency.
 Additional information	

5.13 Ponds and scrapes – Level 2








Ponds and shallow scrapes capture and store water during flood events. They should drain down slowly after flood events to maintain capacity but can be designed to hold some water permanently.






Image 13. A series of small ponds created within a wet and unproductive corner of an agricultural field. Image credit Bristol Avon Rivers Trust

Offline ponds and scrapes are situated in the floodplain to capture overland runoff. Online ponds have a stream channel flowing through. The flood water is then stored temporarily and is released back into the watercourse in a controlled manner.



 <p>Natural flood management purpose</p>	<ul style="list-style-type: none"> • Provides water storage capacity during storm events. The water slowly drains from the pond once the flood period has passed via infiltration or an outlet point. • Ponds can be designed to hold some water all year, adding to the wildlife value of the farm.
 <p>Agricultural benefits</p>	<ul style="list-style-type: none"> • Sediment is removed from the flow, which maintains the capacity of watercourses and ditches and can be returned to the land. • Can be designed to incorporate a silt trap, improving water quality. • Retention of water is also beneficial in times of drought
 <p>Methods</p>	<ul style="list-style-type: none"> • Ponds must be individually designed according to the characteristics of the site. • Ponds should drain within 10 -24 hours so that storage is available during multi-day extreme events. • A liner may be required. • The pond can include an armoured spillway to avoid erosion damage when overtopped
 <p>Considerations</p>	<ul style="list-style-type: none"> • Test pits will be needed to see how well the pond will hold water if a permanent water source is desired. • Ponds will be classed as ineligible features under the Basic Payment Scheme (BPS) rules if they are 0.01 hectares or more or add up to 0.01 hectares or more.
 <p>Level of maintenance</p>	<ul style="list-style-type: none"> • Medium • Check for scouring of inlet and outlet features. Sediment may accumulate to the level of the outlet and may need removal. Management of vegetation may also be required.
 <p>Key locations</p>	<ul style="list-style-type: none"> • Near to watercourses in non-productive areas of land - buffer strips, inside small meanders or field corners, throughout the catchment. • At the bottom of slopes, particularly in fields draining to a single corner.
 <p>Costs</p>	<ul style="list-style-type: none"> • Set Up - High • Maintenance - Low

 <p>Funding</p>	<ul style="list-style-type: none"> • Scrape creation and pond management can be funded through the Countryside Stewardship scheme for higher tier only, providing the land are eligible. Contact your local Natural England Catchment Sensitive Farming Officer for advice. • Local Rivers Trust in project areas
 <p>Consents and permissions</p>	<ul style="list-style-type: none"> • Larger ponds may require planning permission. • Ponds on the floodplain of a main river will require a flood risk activity environmental permit from the Environment Agency if they do not have planning permission. • If the pond alters the flow of an ordinary watercourse, land drainage consent will be required from the Lead Local Flood Authority or the IDB
 <p>Additional information</p>	<p>Government Advice – Rural Sustainable Drainage Systems https://www.gov.uk/government/publications/rural-sustainable-drainage-systems</p> <p>Construction Industry Research and Information Association www.susdrain.org/resources/ciria-guidance.html</p>

5.14 Woodland creation – Level 2





Well-sited and well-managed woodlands significantly benefit natural flood management and sheltering livestock, providing wildlife habitat and stabilising soils.









Image 14. A small woodland was planted to increase surface roughness and slow surface water flows from several prominent flow pathways — image credit Bristol Avon Rivers Trust.

Several different grants are available to establish new woodlands; if managed as a commercial woodland, they can generate income for the landowner.

Woodlands reduce flood risk in several ways. Trees are very good at intercepting rainfall; between 25-45% (conifers) and 10-25% (broadleaves) less water reaches the ground annually by intercepting and evaporating from the leaves¹. Woodlands also slow the runoff flow and increase infiltration by up to 60 times compared to grazed pasture.

 <p>Natural flood management purpose</p>	<ul style="list-style-type: none"> • Interception can reduce the amount of rainfall reaching the ground, conifers being particularly effective. • Planting trees increases the surface roughness, slowing water flow during a flood event, especially when combined with understory planting. • Woodlands reduce the runoff volume by promoting rainfall infiltration into the soil and increasing evaporation. • The roots of bankside trees and associated vegetation help to bind and strengthen stream banks, reducing the risk of bank collapse, erosion and siltation. • Provides habitat for terrestrial wildlife and improves water quality. • Stores carbon, helping to regulate climate.
 <p>Agricultural benefits</p>	<ul style="list-style-type: none"> • Timber production creates diversified income generation and tax-efficient opportunities. The forestry sector is resilient, and demand for UK-grown timber is consistently increasing. • Trees provide essential shelter and shade for livestock, ideally outside rather than inside the wood. Reduced wind speed around the wood can result in higher lamb survival rates and reduced animal hypothermia and energy loss. • Grazing areas sheltered by trees have shown up to 20 % increase in average annual pasture growth, up to 21 % increase in the live weight of sheep and increases of up to 17 % in dairy milk production. • Reduced floodwater damage on productive farmland. • Woodlands trap and filter runoff, preventing loss of fertilisers, sediment and pesticides to watercourses, helping to meet cross-compliance rules. • Planting trees can increase the potential for game shooting on farmland.
 <p>Methods</p>	<ul style="list-style-type: none"> • The optimum area and species to be planted vary at each potential site. • Mixed woodland with a range of species, including a significant conifer component, offer the greatest natural flood management benefits.
 <p>Considerations</p>	<ul style="list-style-type: none"> • New planting will need protection from livestock grazing. • Adding leaky barriers within the woodland will increase the natural flood management benefits.

		<ul style="list-style-type: none"> • If woodland creation is funded through the Countryside Stewardship scheme, the BPS payment on the site is retained. • Trees need maintenance in at least the first three years to ensure establishment, including removal and recycling of guards and replacement if individuals do not survive. • A utility check will need to be carried out before tree planting. These can be above or below ground or overhead (e.g. gas, electricity, water). They can restrict location for proposed measures as well as the methods used.
	Level of maintenance	<ul style="list-style-type: none"> • Medium • For new native woodland, this will involve weeding, checking or straightening guards, and replacing failed trees as the plantation becomes established. Guards will need to be removed when the trees are grown.
	Key locations	<ul style="list-style-type: none"> • Throughout the catchment – in particular, remote upper catchment areas. • Linking up with existing woodland or hedgerows creates a wildlife corridor effect.
	Costs	<ul style="list-style-type: none"> • Set Up - Medium • Maintenance - Low
	Funding	<ul style="list-style-type: none"> • Engage the Forestry Commission early for advice and support. • Forestry Commission Woodland Carbon Fund can fund larger tree planting schemes. A Woodland Creation Planning grant is also available under this scheme to fund the development of woodlands. • Woodland Trust can help with on-the-ground advice, tree procurement and some small-scale provision of grant-funded materials. • Local Rivers Trusts in specific project areas. • Forest of Avon Trust may support landowners with the development of tree planting and maintenance plans.

 <p>Consents and permissions</p>	<ul style="list-style-type: none">• An Environmental Impact Assessment (EIA) determination may be required. The Forestry Commission is responsible for administering this. Further details can be found at www.gov.uk/guidance/environmental-impact-assessments-for-woodland-overview• Forestry Commission consent is required to fell a woodland.• Contact your local FC Woodland Officer for further information.
 <p>Additional information</p>	<p>Woodland locations and forestry standards www.gov.uk/government/publications/the-uk-forestry-standard</p> <p>Woodland Trust – Woodland Creation Guide https://www.woodlandtrust.org.uk/publications/2022/02/woodland-creation-guide/</p> <p>Forest of Avon https://forestofavontrust.org/</p>

5.15 River and floodplain restoration – Level 3

Many rivers have been straightened, and flood embankments built to increase the land available for agriculture. Even small becks have often been altered. These changes disconnect rivers from their natural floodplain, reducing the area naturally available to store floodwater.







Image 15. The Large Woody Debris deflectors create pinch points improving flow diversity necessary to improve fish and aquatic invertebrate habitats. Image credit Bristol Avon Rivers Trust.







This results in more flood water travelling faster downstream to villages and towns.

River and floodplain restoration encompasses a range of different techniques which are often used in conjunction. They include restoring meanders, removing or setting back flood banks, reconnecting old side channels and connecting the river to floodplains. Restoration will change the form of the river channel, often adding bends into the river, lengthening its course, enabling additional storage and slowing the flow to reduce the downstream flood peak.

Restoring the connection between a river and its floodplain allows floodwater to spill naturally onto land to provide significant flood storage, reducing risk to lives and property further downstream. This also allows the river to drain back into the channel more rapidly after flood events, reducing prolonged inundation of fields and the need for channel maintenance.

Restoration always needs to be carefully planned by specialist water engineers and ecologists as it will influence the behaviour of the flow of floodwater over a wide area. It will need detailed computer modelling and design and require planning and other permissions and consents. It is likely to be high cost and needs specialist contractors. Local Rivers Trusts or Environment Agency staff can give initial advice on a site's suitability, and early contact is highly recommended.

 <p>Natural flood management purpose</p>	<ul style="list-style-type: none"> • Storage of potentially large amounts of floodwater on the floodplain, with a controlled discharge back to the river once the flood event has passed. • Re-creating meanders will increase the time the floodwater will flow downstream by making it take a longer route. The greater length of a meandered river allows it to carry a greater volume of water before it spills out of its channel. • Naturally functioning rivers will create features such as bars, riffles and pools, which can help slow the flow. • River and floodplain restoration can also create habitats such as wetlands and wet woodlands, which benefit a wide range of species, including breeding and wintering wading birds.
 <p>Agricultural benefits</p>	<ul style="list-style-type: none"> • Allowing more natural lower-energy flooding reduces the risk of bank and embankment failure. • The river can drain back into the channel rapidly as levels fall rather than water trapped behind embankments. • Removes the need for maintenance of artificial engineering works • Provides rich wildlife habitat and better fisheries.
 <p>Methods</p>	<ul style="list-style-type: none"> • Dimensions are entirely site-dependent and will need detailed specialist advice. • Pre-work assessments and surveys will be required to ensure that works do not increase flood risk (for example, an embankment may be holding water back during a flood event, and removal could increase flood risk). • Historical aerial photographs and maps can identify previous meanders and curves in the water course.
 <p>Considerations</p>	<ul style="list-style-type: none"> • The Rural Payments Agency (RPA) will need to be informed about any changes to the land parcel areas. • Flooded agricultural land is still eligible for BPS if the flooding is temporary and the land would otherwise still be available for agricultural activity. Areas where agricultural land is deliberately flooded to create new watercourses or permanent wetlands, are not eligible for BPS.

		<ul style="list-style-type: none"> • Environment Agency or IDB advice and consent will be required as part of the planning process for this kind of project.
	Level of maintenance	<ul style="list-style-type: none"> • Low • Very little once the initial work is done.
	Key locations	<ul style="list-style-type: none"> • Where there is no risk to property or infrastructure from an altered river course or floodplain inundation. • Re-meandering needs careful planning and is most likely practical, where the same landowner owns both sides of the channel. • Small becks in the upper parts of the catchment will be easier to restore than main rivers.
	Costs	<ul style="list-style-type: none"> • Set Up - High • Maintenance - Low
	Funding	<ul style="list-style-type: none"> • Specialist advice on funding is needed. Contact Local Rivers Trust, Environment Agency, LLFA or IDB staff. • Countryside Stewardship 'Making space for water' grants may be available as part of higher tier agreements. Contact Natural England for advice.
	Consents and permissions	<ul style="list-style-type: none"> • Planning permission and bespoke consent are likely required for a re-meandering project. Your local Rivers Trust will lead in obtaining the necessary consent.
	Additional information	

6.0 Consent and approval

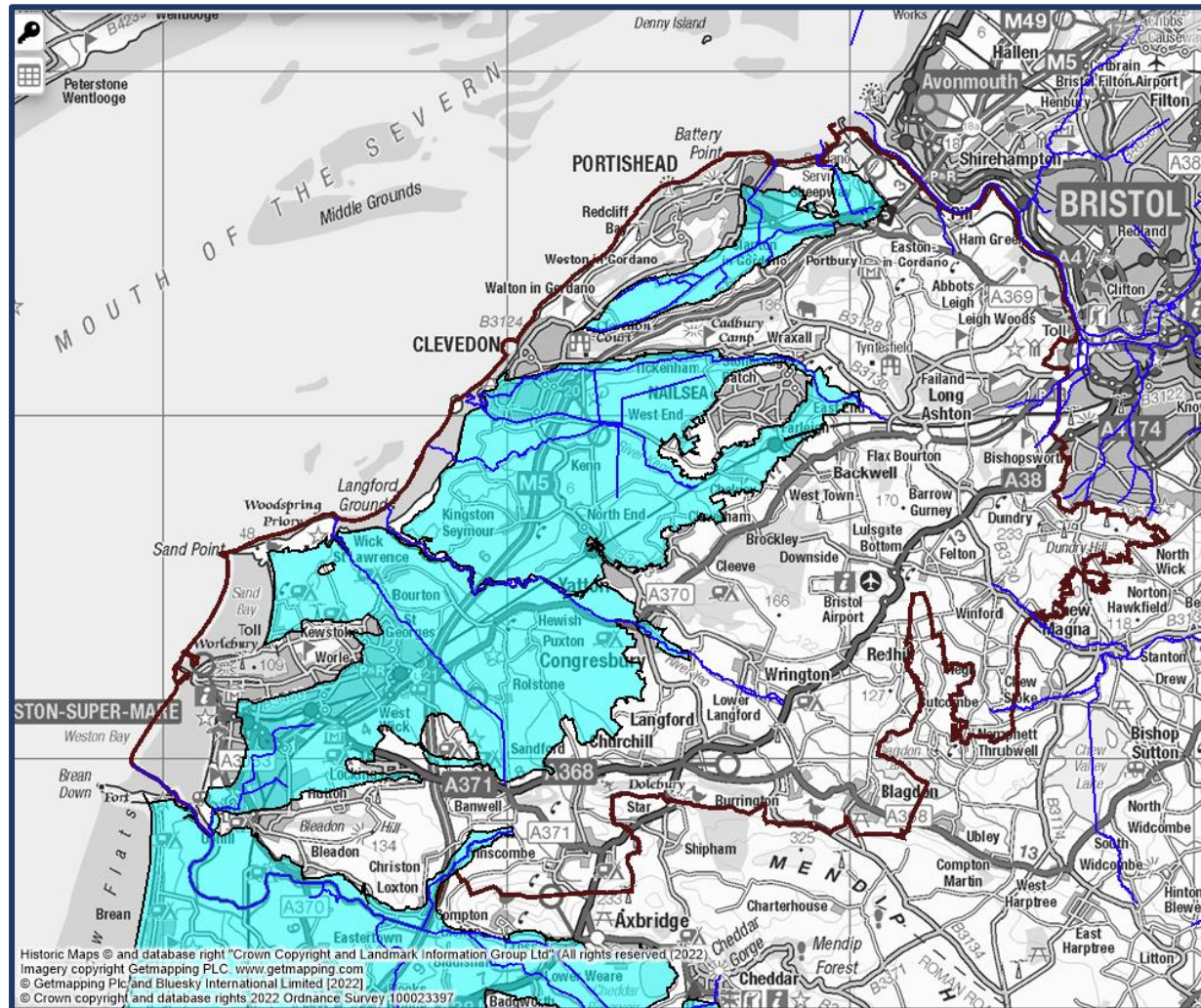


Figure 2 - Plan showing where the IDB District and EA Main River are. The IDB districts are in light blue, and main rivers are in dark blue

Some Natural Flood Management (NFM) measures may require consent before construction.

Land drainage consent on main rivers

A Flood Risk Activity Permit (FRAP) will be required from the Environment Agency (EA) for any works within 8 metres of a main river or 16 metres if tidal.

On ordinary watercourses

Works in or near an ordinary watercourse (non-main river) may require ordinary watercourse land drainage consent from North Somerset Council as the Lead Local Flood Authority or the Internal Drainage Board.

Contacts

Environment Agency

<https://www.gov.uk/government/organisations/environment-agency>

email: enquiries@environment-agency.gov.uk

Tel: 03708 506 50

North Somerset Council

<https://www.n-somerset.gov.uk/>

Tel: 01934 888 888

Somerset Drainage Boards Consortium

<https://somersestdrainageboards.gov.uk>

email: admin@somersestdrainageboards.gov.uk

Tel: 01278 789906

Planning consent

This may be required for larger structures, and a discussion about proposed works should be held with the local planning authority. Standard Methods are recommended for each measure to enable quicker approval.

New woodlands

An Environmental Impact Assessment (EIA) enquiry should be undertaken if more than 2ha of woodland planting is

planned. This will allow the Forestry Commission (FC) to judge whether your project needs to undertake an EIA. This is done for projects outside of the agri-environment schemes by completing an EIA opinion form for afforestation projects. If applying for a woodland creation grant via the agri-environment scheme, the process is undertaken as part of your grant application. For further information, visit www.gov.uk/government/organisations/forestry-commission

Specialised consent

In some cases, a higher level of consent would be required before any measure can be put in place – for example, where Scheduled Monuments, Sites of Special Scientific Interest (SSSI), Special Area of Conservation (SAC), Special Protection Area (SPA) or Public Rights of Way are involved.

Public rights of way

Public footpaths, public bridleways and byways are managed by the North Somerset Council. Consent must be obtained before any work that might affect the physical right of way or those using it. Be aware that the actual ‘used’ route that the public walk or rides across your land could differ from the legal definitive line.

7.0 Case studies

Case study 1 – Large Woody Debris (LWD)

Location: Candlestick Stream, Chelwood, Chew Valley

Issue:

The Candlestick stream has the potential to support a wide variety of aquatic species, including the migratory Atlantic salmon and brown trout that are present on the River Chew. However, several issues prevent the stream from supporting suitable habitats for the benefit of wildlife and local communities. These include:

Lack of flow diversity – the uniform channel lacks features encouraging wildlife diversity, including deep pools and shallow riffles.

Lack of in-stream woody habitat – natural tree fall, hanging branches, and protruding roots are essential for providing refuge and feeding habitat in healthy waterways. Given a large number of bankside trees in the woodland, more of these features should be in the stream.

The stream is disconnected from its floodplain – incised banks mean it does not spill into the floodplain during high flows, limiting the opportunity for flow attenuation and settlement of sediments and the functioning of wet woodland habitat.

Downstream flood risk – the River Chew catchment is ‘flashy’, meaning that water drains quickly into the Chew and puts communities at risk of flooding. Streams that are

disconnected from their floodplains and have uniform channels do little to slow the water flow through the catchment.



Image 16. The stream flows through Lord's Wood, where there is potential for diverse flow conditions and woody instream habitat

Solution: Introduce a variety of woody materials into the stream at strategic locations in the woodland. This was achieved by:



Image 17. The low-lying floodplain 'shelves' provide a good opportunity for surface water to be stored in the floodplain during rainfall events

Strategically and sensitively felling trees into the stream in locations where they will promote connectivity of the stream with the floodplain - target areas where there are low-lying 'shelves' where water can be encouraged to spill into and hold during medium to high flows.

Securing trees or large branches in the channel where there is a lack of flow diversity.

Hinging trees and branches where possible so they continue to grow and create new opportunities for promoting geomorphological processes.



Image 18. The woody material will promote diverse flow conditions and provide an instream habitat for a range of wildlife

Benefits:

Enhanced flow diversity – promoting processes such as stream bed (creating deeper pools), sorting bed substrate, and creating a multi-braided channel. These processes and

features benefit aquatic wildlife and have positive knock-on effects up the food chain.

'Slow the flow' during rainfall events – more regular spilling of the stream into the flood plain will benefit catchment hydrology by reducing the speed at which rainwater is drained into the River Chew. Spilling water into the surrounding woodland will enable increased water storage capacity and encourage sediment deposition, thus reducing the sediment load downstream.

Enhanced in-stream habitat – woody debris in the stream provides refuge and habitat niches for the stream ecology, which we hope will encourage a diversity of species into the stream.



Image 19. Volunteers helped to secure the woody material in place

Case study 2 – Cross Drains

Location: Chelwood, Chew Valley

Issue: A series of forestry tracks through the woodland, used by the commercial plant, act as flow pathways for surface water. This surface water flows from the steep forest slopes after rainfall and builds momentum, eroding the unnatural track surface and carrying it into the Candlestick Stream. This causes:

Pollution of the stream with imported track sediment reduces water quality

High peak flows following rainfall due to the speed at which rainfall drains from the woodland

Surface water likely has a high acidity due to the coniferous woodland it flows through. Acidity can negatively impact aquatic life at all levels of the food chain.

High maintenance requirements and costs for the landowner to replace the track surface



Image 20. One of the well-used forestry tracks is a flow pathway for surface runoff. The erosion caused by runoff poses issues to the stream and maintenance of the track.

Solution: Install sustainable drainage features that intercept and divert surface water from the track. BART worked with a contractor to install ten linear drainages ‘bumps’ in strategic locations on two of the priority tracks, focusing efforts at the top of the tracks to intercept water before it builds momentum, then spacing features along the tracks to provide momentum-breakers. The features were constructed using locally sourced grey lias stone, cut to even shapes, set in a blast and cement, and pointed with cement to form an impermeable barrier. The features protrude from the track (up to 100 mm above the surface) and divert the water into heavily vegetated areas or shallow depressions where sediments and pollutants can settle. Runoff is slowed and filtered before reaching the stream.



Images 21 and 22. Installation of the stone track drainage features

Benefits:

Improved stream bed habitat – less fine sediment entering the stream means the stream bed is less likely to be smothered, maintaining a clean gravel bed which is valuable habitat for wild fish and invertebrates.

Improved water quality – enabling runoff filtering by low-lying vegetation, helping remove oils or fuels used in forestry.

Create small wetland habitats and niches for plant and animal life – in the drainage sumps and areas where the drained water will settle.

Safer forestry infrastructure and reduced maintenance – both the hard and soft surface tracks through the woodland will remain drier and more even to allow safe travel through a steep woodland environment. The landowner regularly resurfaces the track to maintain operations, and this need and cost will be reduced as resurfacing will be less regular

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Local Flood Risk Management Strategy for North Somerset

Part E – Flood Resilient North Somerset

Page 791



Contents

- 1.0** Introduction
- 2.0** What is flood resilience?
- 3.0** Know your flood risk
- 4.0** Flood resilient actions
- 5.0** How do we get ready for a flood?
- 6.0** How do we reduce the impact of a flood?
- 7.0** How do we respond to a flood?
- 8.0** How do we recover from a flood?
- 9.0** Flood resilient North Somerset
 - 9.1** What are the risk management authorities doing in North Somerset?
- 10.0** Flood resilient communities
 - 10.1** How can communities help themselves to become flood resilient?
- 11.0** Flood resilient buildings
 - 11.1** What are flood resilient buildings?
 - 11.2** How do you make buildings resilient to flooding?
 - 11.3** How can I protect my property? Where can I get advice?
- 12.0** Flood resilient infrastructure
 - 12.1** How can we make infrastructure more resilient to flooding?

1.0 Introduction

In the future, it may not be possible to fully protect everywhere in North Somerset from flooding.

Climate change will mean more extreme weather and storms, often resulting in more flooding. Sea levels will continue to rise, and the risk of waves overtopping flood defence will increase. In some places, extreme rainfall will overwhelm the drains, sewers and river flood defences that were built before the impacts of climate change were fully understood. It may be that some places will be at greater risk of flooding as the defences needed are too expensive, or for many reasons, it is not physically possible to build something to provide the protection needed.

But we can improve the resilience of communities, businesses, properties and people so that flooding has less impact and they can recover more quickly.

2.0 What is flood resilience?

The Environment Agency's National Flood and Coastal Erosion Risk Management Strategy for England defines resilience as "the capacity of people and places to plan for, better protect, respond to, and recover from flooding and coastal change.". This includes making the best land use and development choices, protecting people and places where possible, responding to and recovering from flooding and coastal change whilst all the time adapting to climate change.

3.0 Know your flood risk

This document assumes you know your risk of flooding and have read [Part A - Introduction and Local Flood Risk Reduction Actions in North Somerset](#), which explains how to determine if you are at risk and what that risk means.

Flood risk maps can be found here: <https://www.gov.uk/check-long-term-flood-risk>

If you are at risk of river flooding or coastal flooding, you can get warnings sent to your phone or by email.

Sign-up for Flood Warnings here: <https://www.gov.uk/sign-up-for-flood-warnings>

It is essential to understand that you may be at risk of flooding and not be in a flood warning area. Flood warnings are only for flooding from the sea and larger rivers. There is no warning service for other types of flooding, such as surface water flooding.

4.0 Flood resilient actions

Flood resilience can be applied at different levels:



At a **district level**. This means the whole of North Somerset.



At a **community level**. This means a town, a village, a block of flats or a development.



At a **building level**. This means your home or business property.



And at an **individual level**. This is you and your family.

For this guide, a flood has been broken down into four stages, which are:

- **Readiness** for a flood
- **Reducing** the impact of the flood
- **Responding** to the flood
- **Recovering** from a flood

Flood resilience is action or intervention at one or more stages of a flood. Some of the actions or interventions that can be taken are:

5.0 How do we get ready for a flood?



At a **district level**

- North Somerset Council and the Environment Agency will provide information and communications about flood risk in an easy-to-understand way that aims to reach all community members.
- Flood Risk Management Authorities (Environment Agency, North Somerset Council, Wessex Water and North Somerset Level Internal Drainage Board) working with communities to help them understand their risk and what they need to do and when. The Local Flood Risk Management Strategy, its promotion, implementation and talking with communities is an example of how to achieve this.



At a **community level**

- Understanding your communities flood risk.
- Knowing where the areas of highest risk are and knowing where the safe places to go if your community is flooded.



At a **building level**

- Helping those that are vulnerable or cannot help themselves to understand their risk and helping them to prepare for a flood.
- Forming a Flood Action Group, what this is and how it can help is explained in more detail below.
- Understand how a flood would impact your building, what areas are likely to be damaged, are there precious items stored where a flood may damage them? Can this be changed?
- Creating a flood plan for your building, business or home and implementing those actions before a flood.
- Preparing your building, business or home for a flood as set out in your flood plan.
- Consider the use of property level protection described further in this document.



At an **individual level**

- Know your flood risk.
- Prepare your own personal flood plan. List all the actions you would do in the event of a flood and whom you would get help and information from. North Somerset Council has produced a flood plan template that it recommends you use; this can be found in the appendix of this document.
- Have an idea of where to stay if you had to move out.



Figure 1 - © Grab bag - Police Scotland Control Rooms

- Have a bag ready with essential items such as medications and insurance documents if you need to leave your home. This should include the following:
 - A copy of your emergency action plan
 - A list of emergency contact numbers (utilities, insurance company, Environment Agency etc.)
 - Copies of essential documents such as your insurance documents, driving licences, passports etc
 - Spare house and car keys
 - Torch/headlamp and spare batteries
 - Portable form-check and batteries
 - Whistle
 - Essential medication and repeat prescription forms
 - First aid kit
 - Antibacterial hand gel
 - Wash kit and essential toiletries
 - Glasses and or contact lenses
 - A change of clothes
 - Cash (nearby bank machines may not work)
 - Phone chargers/external battery charger

- Spare sets of clothes if you have space
- Non-perishable food and bottled water
- Babies/small children - food, nappies, toiletries and comforters
- Pet leads
- And if you have time:
 - Credit/debit cards
 - Pets - pet food and comforters
 - iPad/laptop and chargers
 - Children's games or toys
- Mentally prepare yourself for a flood because it can be physically challenging and upsetting; reach out to family and friends who can help support you through a potentially difficult time.

6.0 How do we reduce the impact of a flood?



At a **district level**

- Flood Risk Management Authorities increasing their understanding of risk across North Somerset and providing that information in an easily understandable way to those that need it.
- Authorities, businesses and homeowners adequately maintaining flood defences, drains and sewers.
- Slowing, redirecting, and storing water away from communities, businesses, and homes.



At a **community level**

- Ensuring community buildings or land used for the well-being or social interest of the local community are maintained and adapted to be safe and not damaged in a flood. This can include making buildings flood resilient (discussed in more detail below).
- Ensuring that watercourses are maintained if the community is responsible for maintaining them. [Part F – Small Watercourse Maintenance Good Practice Guidance](#) explains how to do this.
- Slowing and redirecting water safely through and storing water away from communities using natural flood management. What this is and how to do this is explained in [Part D – North Somerset Natural Flood Management](#).



At a **building level**

- Making a building flood resilient (discussed in more detail below).



At an **individual level**

- Being prepared and knowing what to do if you are flooded. Have a plan of what you would do.

7.0 How do we respond to a flood?



At a **district level**

- Flood Risk Management Authorities and local responders, such as the emergency services, understanding their roles and responsibilities when responding to flooding. Flooded properties will be prioritised over land and road flooding, with the safety

of people, especially those most vulnerable, having the highest priority.

- Flood Risk Management Authorities and local responders, such as the emergency services working together to provide help and support to those most need it.



At a **community level**

- Community leaders (such as local councillors and flood wardens) understanding their roles and actions during a flood.
- Being able to provide accurate information and support to those that need it.
- Checking on the vulnerable and those unable to help themselves when it is safe to do so.



At a **building level**

- Installing, maintaining, and using property protection products such as flood doors and automatically closing air bricks.



At an **individual level**

- Moving vehicles to higher ground if it's safe to do so.
- Moving family and pets to safety.
- Moving essential items upstairs or to a safe place in your property, starting with cherished items and valuables, then furniture and furnishings.
- Turning off gas, electricity, and water supplies if it's safe to do so; never touch an electrical switch if you're standing in water.
- Alerting neighbours and offering help if it's safe to do so.
- Making sure you have an emergency kit including a torch, spare batteries, mobile phone and charger, warm clothes, essential numbers like your home insurance, water, food, first aid kit and any medicines and baby care items you may need.
- You should not rely on sandbags as they do not always work and are difficult to dispose of. North Somerset Council does not provide sandbags in a flood. Other more reliable products are available.

8.0 How do we recover from a flood?



At a **district level**

- Risk Management Authorities preparing and following their flood recovery plans to evacuate and drain water from the district as soon as it is reasonably practicable.



At a **community level**

- Supporting the vulnerable and those not able to help themselves in getting the help they need.
- Recording flood levels, depths, durations, and flow routes so that the cause of flooding can be understood to see if anything can be done to reduce the risk of it happening again.



At a **building level**

- Taking photographs of everything that has been damaged.

- Recording flood levels, depths, durations, and flow routes so that the cause of flooding can be understood to see if anything can be done to reduce the risk of it happening again.
- Not turning on electricity until it has been checked and is safe to do so.



At an **individual level**

- Seeking help from friends, family, and neighbours.
- Looking after your health, both physically and mentally.

9.0 Flood resilient North Somerset

9.1 What are the risk management authorities doing in North Somerset?

- North Somerset Council, as the Lead Local Flood Authority, is progressing with a program of property level resilience on individual homes that have been impacted by flooding where there is unlikely to be a large scheme built in that location. Natural Flood Management is being investigated in areas that would benefit from slowing the flow in upstream catchments. A study looking at where larger schemes may be

suitable will also be started. Looking at coastal flooding, fixing old defences. North Somerset Council is also ensuring that new developments are built away from areas that flood and that new drainage systems are built large enough to cope with future climate change impacts.

- North Somerset Council, as the Highway Authority, is investigating the future increase in flood risk in its Highways Asset Management Policy and Strategy 2022-2025.
- Wessex Water in North Somerset has prepared a drainage and wastewater management plan (DWMP) which sets out how we aim to deliver resilient drainage and wastewater infrastructure for the next 25 years.
- North Somerset Levels Internal Drainage Board is engaging with the local flood risk management strategy and working closely with North Somerset Council as the lead Local Flood Authority on improving targeted maintenance in urban areas and increased telemetry coverage.

10.0 Flood resilient communities

10.1 How can communities help themselves to become flood resilient?

Flood Action Groups

A Flood Action Group is a voluntary group of residents who work on behalf of the wider community alongside agencies and Flood Risk Management Authorities, to try and better manage the impact of future flood events and to help each other in the event of a flood.

North Somerset Council can provide materials to Flood Action Groups to enable them to understand their flood risk.

It is up to each group to decide how often they meet and the group's own roles, responsibilities, aims and objectives.

The National Flood Forum can help communities set up a Flood Action Group <https://nationalfloodforum.org.uk/working-together/communities/what-is-a-flood-action-group/>

What can a flood action group do?

A Flood Action Group can have a variety of different roles; some examples include:

Raise awareness of flood risk within the community

By spreading awareness of flood risk in the community, residents and business owners can plan and reduce the damage and impact a potential flood could cause.

Monitor local conditions to the best of your ability, e.g. community volunteers keeping an eye out for blocked watercourses and weed screens.

Many things can affect the risk of flooding; however, on a small/local scale, there are things that both community group

volunteers and residents can be aware of to reduce the risk and help to clear and report:

- Watercourse and weedscreen blockages, is there something causing the water to back up? Are water levels unusually high upstream? Report any blockages to the appropriate Flood Risk Management Authorities. These can be found in [Part B – A Guide to Risk Management Authorities](#).
- Fly-tipping and garden waste in a watercourse, report this to North Somerset Council <https://www.n-somerset.gov.uk/my-services/parking-travel-roads/street-cleaning/fly-tipping>
- Develop and review a community flood plan

A community-led emergency flood response plan is written and controlled by the community. It provides a structured and coordinated response by a group of residents or volunteers who wish to better prepare and support their community before, during and after flood events. These community volunteers and responders will likely be the first people on-site when a flood event occurs or is expected to occur. They may be required to provide a first response until Environment Agency/local authority support is available or emergency services can attend and take the lead on operations.

Look out for vulnerable members of the community

Flood action groups can help identify and support those in the community who may need extra help or assistance before,

during and after a flood. This may help reduce the impact it has on them.

Prepare for and act during a flood event

During a flood, a flood action group could help locate and deploy property flood resilience measures, help relay information about the flood to community members, and provide a handover and any further assistance to emergency services if requested.

Identify key flooding issues within the community

Flood action groups can highlight key flooding issues, indicators or hotspots in the community and report these to the correct risk management authority (RMA). They can also report these on behalf of residents or advise them on whom to report their issues to.

Build relationships and lines of communication with key agencies

Flood action groups can invite Risk Management Authorities to their meetings and positively engage with them. North Somerset Council, the Environment Agency, Wessex Water and North Somerset Levels Internal Drainage Board can help develop a community resilience plan for the area. They may also be able to provide details of the wider local authority emergency planning measures.

Building relationships with authorities will help Flood Action Groups understand the role of different agencies and organisations in responding to emergency events, highlight

key contacts, identify how your community plan can be integrated, and 'tie in' with the neighbouring community emergency response plan currently in place.

Funding and support

It may be possible for a flood action group to access funding from local organisations to assist with community resilience. To access funding, the group would need to become a constituted group. A constitution is the 'governing document' of your group, which sets out how you intend to run it and shows funders that the group is organised if you are going to apply for grant funding.

Community Resilience North Somerset through Voluntary Action North Somerset may assist the flood action group in becoming constituted and provide access to resources and information about running successful community groups.

<https://communityresilience-ns.org.uk/>

<https://www.vansweb.org.uk/>

11.0 Flood resilient buildings

11.1 What are flood resilient buildings?

When flood water enters a building, it can damage not only the contents but also the fabric of the building.

- Plaster will swell when it gets wet and can crack when drying out.

- Timber can also swell and deform during the wet-to-dry process of recovering from a flood.
- Some types of insulation can be permanently damaged and will no longer function if it gets wet.

Flood resilient buildings do two things:

1. flood water coming into the building is limited as much as possible and
2. the fabric of the building is changed so that it is not damaged when it becomes wet.

This approach is known by different names such as property level protection (PLP), property level resilience (PLR) or property level flood resilience (PLFR).

11.2 How do you make buildings resilient to flooding?

Water entry:

The first thing to understand is where water may enter your building. Some ways in will be obvious, such as doorways, other ways, such as through air bricks, holes made for pipes and cables, and back up through the toilet, are less obvious. For all the ways that water can come into a building, there are ways to reduce flow as much as possible. It may not be possible to completely stop all water from entering your building, but you can reduce the amount that comes in and give you more time to move precious items and furniture somewhere safe.

Barriers can be used at doorways; doors can be replaced with flood doors, and air bricks can have covers or be replaced with ones that automatically close. Toilets can be bunged, and drains can have a device that stops water flowing the wrong way, known as a non-return valve.



Images 1, 2 and 3. Flood barrier in a gateway by Flood Protection Solutions, self-closing airbrick and inflatable toilet bung by M3 Floodtec.

Water entry points to consider:

- Doors
- Windows at a low level
- Service holes, such as telephone, gas, electric, water etc
- Air bricks
- Drains, such as downstairs toilets, showers, washing machines, dishwashers etc.
- Pointing of walls
- Floor construction, if you have a suspended wooden floor, water may come up through the ground and find its way into your property that way

Surfaces and building fabric:

As well as preventing water from coming into your building, you should also consider what would happen if water did find its way in. Waterproof plaster, hard ceramic floors and skirting can all be washed down after flood water has receded, and instead of being out of your property for months, you could return in a matter of days.

Surface and building fabric items to consider that may be damaged by flood water.

- Wall construction, such as plaster and plasterboard
- Wall insulation

- Timber floors
- Timber skirting boards
- Electrical socket locations
- Fitted carpets
- Fitted kitchens

11.3 How can I protect my property? Where can I get advice?

North Somerset Council recommends that the publication: **Code of practice for property flood resilience (CIRIA C790)** is always followed.

https://www.ciria.org/CIRIA/Resources/Free_publications/CoP_for_PFR_resource.aspx

The good practice included in the code of practice breaks the process into several stages. These are set out below with a checklist of things you should consider during the process. North Somerset Council can guide and assist you with this process.

Hazard assessment

- Have you agreed on the level of detail and cost of the survey based on the amount of work you think you might need and your risk?
- Do you know the different kinds of flooding that might affect your property?

- Have sources of relevant flood information been collected?
- Has information on the chances of flooding from every type of flooding been obtained?
- Do you know how much warning time you might get before a flood of each type?
- Do you know the possible routes for water to reach your building from each source?

Property survey

- Have you agreed on the level of detail and cost of the survey based on the flood risk and the amount of work you think might be needed? Has the survey identified ways to minimise the damage that would work for you?
- Does the survey contain detailed information about the building, including their age, condition, type of construction and how they are used?
- Has the current level of property flood resilience been described, including ways water might enter through openings and the fabric of the building? Have your needs and preferences been discussed and recorded?
- Does the report cover how your building would be dried, decontaminated and repaired after a future flood?

- Has the survey noted the ground conditions at the site and described the ways in which water could enter your building from below or from a building next to yours?

Options development and design

- Have you discussed different options based on the surveys, including potential damage reduction, your needs and costs involved?
- Have you also discussed ongoing operation, repair and maintenance requirements?
- Have you been given information on recognised or certified products and, where they meet your needs? Have these been included?
- Have you agreed in writing on what your preferred option is?
- Has the design and specification been set out in drawings or text that describes the measures, their installation, and their purpose in detail?
- Does the design and specification give you all the information you need to appoint a contractor or develop an installation plan?

Construction

- Has your main contractor done all the work in the design and specification or documented any changes from the original design?

- Has your main contractor managed the subcontractors and taken responsibility for their work?
- Has all the necessary preparation been done, including drying out and, if needed, decontamination before construction of measures begins?
- Has the construction work been undertaken in accordance with good practice, including relevant standards, guidance, and legislation?
- Have the works been inspected during construction?

Commissioning and handover

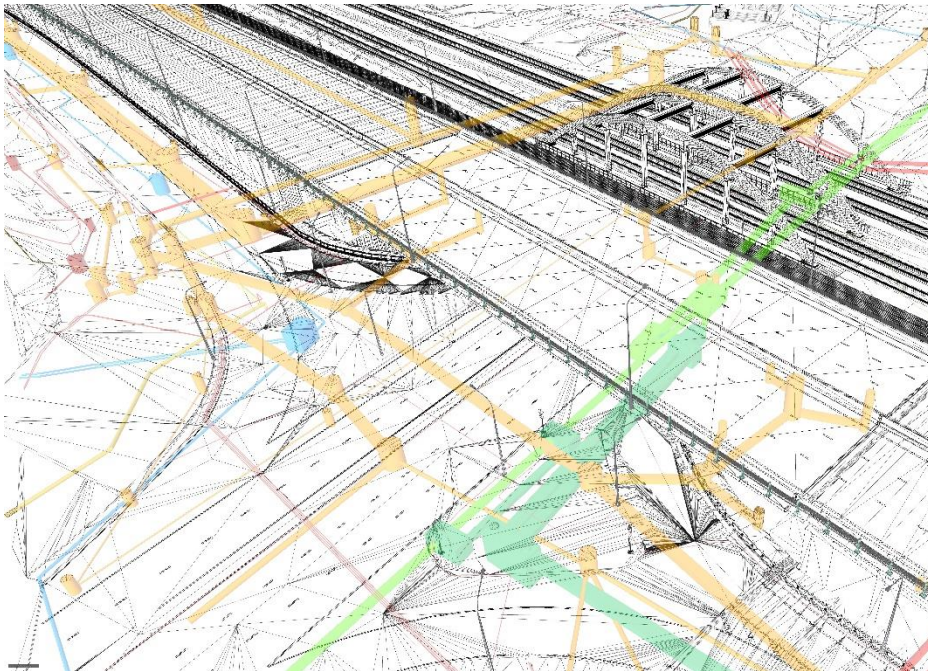
- Have the installed measures been inspected on competition impartially?
- Are there any recommended post-installation test procedures for your chosen measures? If so, have these been carried out?
- Have you received all the information you need in a handover pack and a point of contact for further information?
- Do you know if the measures need to be manually operated for each flood event, and if so, have you planned who will operate the measures in the event of a flood?
- Has any required manual operation been demonstrated to you and the people who will operate them?

Operation and maintenance

- Have you been given a plan for the operation and maintenance, or have you been shown how to prepare one? Does the plan make sense? Who will operate, check and maintain the measures?
- Have the nominated people agreed to the maintenance responsibilities, and are they able to do so or do you need to employ specialists where needed?
- Can the nominated people understand and perform the required operational tasks?
- Do the nominated people know they need to record any operation of the measures? Have you provided a way for them to do this?
- Do the nominated people know they need to record any maintenance or repair of the measures? Have you provided a way for them to do this?
- Do you know how often or under what conditions your plans may need to change? Have you identified how this can be done?
- Do you have information on special cleaning, checking, repairs and maintenance needed after the measures have been used in a flood? Have you a plan in place to make this happen?

12.0 Flood resilient infrastructure

12.1 How can we make infrastructure more resilient to flooding?



Infrastructure is all the basic physical and organisational structures and facilities needed for North Somerset to function. This can be:

- Bridges, roads and tunnels
- Railway lines and stations
- Telephone wires, cables and radio broadcasting systems

- The electrical power grid
- Gas pipelines
- Water supply to homes and businesses
- Drains, sewers, pumping stations, waste treatment facilities and septic tanks
- Waste storage and collection facilities
- Flood defences and storage ponds
- Public parks, historical sites and nature reserves
- Agricultural land and food processing facilities
- Health facilities such as doctors' surgeries and hospitals
- Schools and colleges

Infrastructure will be flooded more often in the future due to climate change and will need to be more resilient. It should be able to stand up to more frequent flooding and quickly recover and not impact the performance of the infrastructure.

Flood resilience measures should be adopted as part of any organisation or business's plans and strategies for now and in the future. If the infrastructure is important, owners need to understand the risk of flooding and develop long-term plans to ensure they will perform as intended in the future if they are flooded more often.

Examples of measures that can be taken are:

- Barriers and walls can be used to prevent or slow the flow of water into sensitive areas

- Infrastructure can be made from materials that are not damaged when they are underwater and can easily be washed down when the flood water has gone
- Electrical equipment can be located higher above where it might flood
- The use of technology, such as the future automation of water control structures and flood defences, linked through to increased coverage of remote water level monitoring.

When new infrastructure is planned, it should be designed, built, and operated to account for the climate changes that may occur over its lifetimes. Evidence tells us that natural infrastructure, such as wetlands and other nature-based solutions, can be as effective and less expensive than hard defences and other engineered solutions. Existing infrastructure may also need to be retrofitted or managed differently. Additional infrastructure, such as sea walls, will need to be constructed to address the physical impacts of climate change.

Local Flood Risk Management Strategy for North Somerset

Part F – Small Watercourse Maintenance Good Practice Guide

Page 809

Contents

- 1.0 Introduction
- 2.0 Who is this guide for?
- 3.0 Why am I responsible for watercourse maintenance?
- 4.0 Why doesn't someone else maintain my watercourse?
- 5.0 Recognising if you have a watercourse on your land
- 6.0 Why should I maintain my watercourse?
 - 6.1 Wildlife
 - 6.2 Flood Risk
- 7.0 Piped Watercourses (culverts)
- 8.0 Basic steps in maintaining your watercourse
 - 8.1 For open watercourses
 - 8.2 For piped watercourses
 - 8.3 For culvert entrances
- 9.0 Staying safe
- 10.0 Looking after wildlife
 - 10.1 Protected Species
 - 10.2 Invasive species
- 11.0 Timing and frequency of maintenance
- 12.0 The right tools for the job
- 13.0 Staying Legal
 - 13.1 Waste management
 - 13.2 Safety
 - 13.3 Altering the watercourse
 - 13.4 Countryside stewardship
 - 13.5 Tree protection
 - 13.6 Private property
 - 13.7 Preventing problems downstream
 - 13.8 Wildlife

1.0 Introduction



Image 1. A small watercourse is likely to be the landowner's responsibility.

Four-fifths (1,375 km) of North Somerset's watercourses are private. The remainder is managed and maintained by The Environment Agency, The Internal Drainage Boards or North Somerset Council.

Landowners must manage and maintain these to reduce the chances of flooding and maintain healthy watercourses used by wildlife.

Watercourses have different maintenance requirements in different locations; steep watercourses differ from the rhyes on the levels and moors.

Climate change will mean more intense but less frequent rainfall during the summer months and warmer, wetter winters. This will mean North Somerset's watercourses will become more important to store water and take flow away from homes and businesses.

Open water habitat is also being lost through lack of maintenance, so the wildlife living in streams, rhyes, and rivers is declining.

2.0 Who is this guide for?

This guide introduces maintaining your small watercourse and is aimed at landowners and their agents. You are known as a 'riparian owner' if you have a watercourse, ditch, rhyne, stream, river or culvert running alongside or within your property boundary, even if it is dry for most of the time.

This guide is aimed only at small watercourses and ditches, not rivers and large rhyes (see part A for a complete description of the different watercourses).

3.0 Why am I responsible for watercourse maintenance?

As a riparian owner, you have responsibilities concerning the watercourse flowing through or adjacent to your property. These are set out in the Public Health Act 1936, the Land Drainage Acts 1991 & 1994, and the Water Resources Act 1991.

If an area experiences constant flooding, this becomes a nuisance to the community, can restrict access to property, makes everyday living complex, and results in considerable expense and inconvenience for those flooded.

This guide provides some helpful 'best practice' information for maintenance along your watercourse.

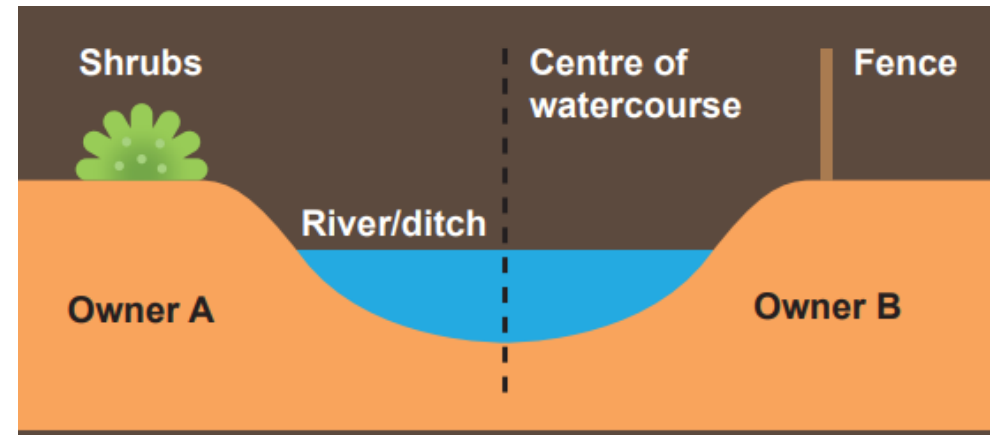
The simple measures in this guidance, such as working from one bank and not using heavy machinery in the channel (when possible), will help you maintain your watercourses to protect the environment and reduce flooding risks.

4.0 Why doesn't someone else maintain my watercourse?

The Environment Agency, The Internal Drainage Boards, and the council all have the power to come onto your land to maintain a watercourse. They do not have any responsibility to do this and will only do so if they think the watercourse is of strategic importance to a broader area and they have funding to do the work.

Even on these watercourses, the riparian owner retains the responsibility for maintenance should one of the authorities no longer do any maintenance. The riparian owner will have the responsibility to do the work.

5.0 Recognising if you have a watercourse on your land



You are a 'riparian owner' if you own land or property with a river, stream, rhyne, ditch or culvert next to or within it. This may be obvious if you are the:

- Landowner for both banks of a watercourse:
If you own the land on both sides of a watercourse, you are fully responsible for maintaining that watercourse.
- Landowner on one bank of a watercourse (or nearest to the bank):
Suppose you are the closest landowner to the top bank of a watercourse. In that case, you are usually responsible for maintaining it to the central line of the

watercourse (even if it does not fall within your property boundary as set out by your Title Deeds).

- Landowner on one side of the bank with a highway on the opposite bank:

In most cases across North Somerset, roadside ditches are the responsibility of the frontager (the adjacent landowner) - not the council or National Highways, which maintains the motorways.

6.0 Why should I maintain my watercourse?

6.1 Wildlife



Image 2. A water vole which you can find in some parts of North Somerset

The biodiversity value of North Somerset's watercourses can be considered a combination of its communities of plants and animals and their connections and interrelationships. Maintaining and improving the connections between all the watercourses is essential not only for wildlife such as fish, newts, and dragonflies but also for those that use the watercourses as a corridor to live and feed, such as water voles, otters, birds, and bats.

If a watercourse is carefully maintained, it can create an excellent habitat for wildlife.

Careful planning to remove obstructive vegetation to the free flow of water allows landowners to help fulfil their riparian responsibilities while enhancing the environment. Vegetation management can also help prevent the watercourses from becoming too shaded, encourage healthy growth of aquatic plants, and help stabilise the riverbanks.

6.2 Flood Risk

Removing silt and debris from the watercourse bed may also be required if it is affecting the natural flow of the watercourse and causing elevated water levels upstream or blocking outlets from surface water drainage. Silt should not be removed from a watercourse if it is not causing any problems.

Suppose a flood has occurred due to a landowner not carrying out their riparian responsibilities to maintain their watercourses properly. In that case, the landowner could be liable for compensating for any damage to other properties.

If a network of watercourses is maintained to an appropriate standard, water levels are also managed, reducing the risk of flooding.

Not all watercourses transport water, as some act purely for storage, but maintenance of the capacity of these storage features is essential as they prevent water flooding elsewhere.

The cost of maintaining a watercourse is minor compared to the costs that can arise from flood damage, not to mention the distress and inconvenience caused if your or your neighbour's property is flooded.

7.0 Piped Watercourses (culverts)



Image 3. A blocked culvert no longer allowing water to flow through it.

Culverted watercourses have been piped, usually under highways, driveways or housing developments. They are generally connected to an open watercourse at some point but may have no visible signs above the ground at all.

You are still responsible for the piped watercourse which passes through your land if:

- You are the owner of the land through which the culvert runs
- You own the land on both sides of a culverted watercourse. You are fully responsible for maintaining that section of the watercourse on your land.

Many culverted watercourses follow the line of the old open watercourse and may run along the boundary of properties. In that case, you are jointly responsible with your neighbour for maintaining that section of the piped or culverted watercourse next to your land.

8.0 Basic steps in maintaining your watercourse

The principles of keeping a well-maintained watercourse are very simple, and the primary responsibility is to ensure 'the proper flow of water' by preventing any obstructions. You should also ensure that it doesn't attract vermin or cause a health hazard.

8.1 For small open watercourses



Image 4. Hand tools are the preferred and most sensitive way to maintain a small watercourse.

Keep the growth of vegetation under control. The aim is to keep as much vegetation as possible while maintaining a water flow.

- When trimming vegetation, it is vital to consider any impact on wildlife. Mowing of banks around ditches should be minimised during the wildlife breeding and spawning season of late February to August inclusive. Even outside of these dates, birds may be nesting, so undertake a visual inspection or, if unsure, seek the professional help of an ecologist.
- When removing vegetation, only remove as much as necessary to maintain the flow of water. This may mean clearing and cutting the vegetation on both banks

in a dry ditch. For a watercourse with a permanent water level, only remove the in-channel vegetation preventing the free flow of water. This may not always be needed if no properties are at risk of flooding and in a location where slowing water flow could be beneficial downstream.

- Always retain a buffer strip next to watercourses that can intercept run-off from the land and provide a corridor for wildlife.
- It is recommended to cut only up to just above the water level on one side of the watercourse, leaving the fringe of the bank uncut and a buffer strip to stop silt from gardens or fields being taken into the watercourse by surface flow routes, thereby maintaining some habitat and enabling a free flow of water in the watercourse
- Some trees may have tree preservation orders (TPOs), so check with the council's tree team if in doubt.
- Cuttings from any clearance work should be removed from the channel to avoid causing blockages downstream. Putting removed material too close to the bank's top can lead to it falling back during flooding.
- Keeping some vegetation can be beneficial for wildlife and prevent erosion. Dense vegetation is the main problem, especially when it can be seen as holding back flow. In fast-flowing watercourses, it may be possible to leave some woody debris in a watercourse to slow the water flow. This must be undertaken with care, or you may increase flood risk. Refer to Part D -

- North Somerset Natural Flood Management for more information.
- Remove any physical obstructions to the flow where it obstructs the entire width of the watercourse and an apparent change in water level can be seen; fallen trees and branches should be removed if they will obstruct to flow, but other waste materials such as litter should be removed and, grass cuttings removed and composted so that water can flow freely.
 - All non-organic waste should be removed entirely off-site and disposed of appropriately.
 - Any green waste resulting from the maintenance of watercourses can be left at a safe distance from the bank for a few days to allow any organisms to move back into the watercourse.
 - Ensure that any disturbed debris does not end up flowing downstream and causing problems for other landowners.
 - Do not store anything alongside the watercourse that may interfere with maintenance, affect the bank's stability, or get washed into the channel.
 - If you own livestock, restrict access to your watercourses:
 - Establish a buffer zone of a minimum of 2m from the farming area and watercourse. Ideally, a 6m buffer would benefit biodiversity and reduce runoff and ingress of sediment caused by erosion
 - Set fencing (permanent or temporary) back from the watercourse
 - Prevent livestock access to the watercourse to reduce bank erosion and sediment input to watercourses.
 - Where possible, install drinking troughs, or other drinking systems, away from the watercourse.

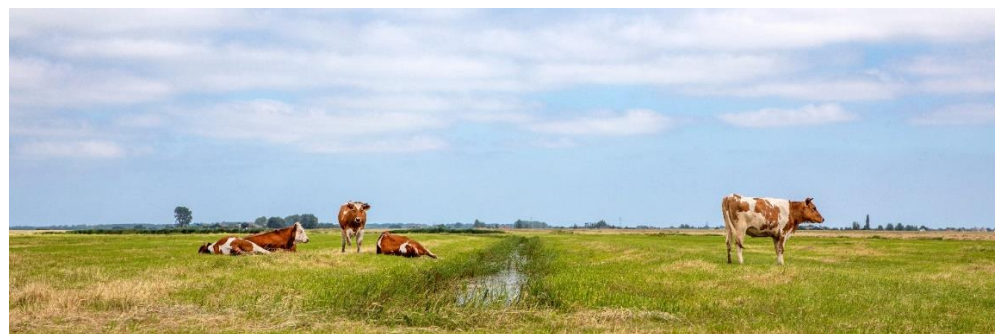


Image 5. No protection has been provided to the watercourse, which could lead to pollution or bank erosion.

8.2 Remove excess silt from ditches

- Silt which naturally builds up in ditches, should be removed along the length of the ditch to ensure it flows properly in the right direction.
- If pipes are coming in or out of the ditch, you should remove silt to the same level or below the bottom of the pipe(s).
- Try to maintain the original slope and cross-section of the ditch when desilting. If the slope of the ditch is altered, it can change the flow pattern, cause erosion, or increase flood risk either upstream or downstream.
- If the silt is non-hazardous, you can put it on the bank of the ditch. Depositing silt on top of the ditch banks allows any organisms to move back into the ditch. This will work for rhynes and minor watercourses where the gradient is reasonably flat.
- The silt must be deposited as close as possible to where it was removed from. Either: on the bank of the ditch from where it was taken or on land directly next to it. If you think the material may be hazardous – for instance, if it contains oils or other waste – please see guidance online for disposal methods or contact the Environment Agency for advice.
- Correctly use Fertilisers & Pesticides on adjacent land:
 - Do not exceed soil and crop nutrient needs
 - Store well away from watercourses
 - Do not apply in waterlogged or snow conditions
 - Establish 'no application' strips next to any water

- Follow DEFRA Farming Rules for Water to comply with legislation: www.gov.uk/guidance/rules-for-farmers-and-land-managers-to-prevent-water-pollution

8.3 For piped watercourses

Piped or 'culverted' watercourses are prone to blockage or collapse and will degrade over time. They naturally silt up and can be difficult to access and clean. Cleaning the inside of a culvert is likely to cost more than maintaining an open watercourse due to the specialist equipment required to access it. They also constrain the flow of water and can increase flood risk and remove wildlife habitat.

- Blockages within or at the pipe entrance can cause flooding problems. These blockages can be reduced by regular inspection and the removal of debris.
- Either you or a qualified drainage company should conduct regular inspections and clear any blockages or silt build-up as soon as they occur. Many drainage companies can inspect and clear culverts.

8.4 For culvert entrances

Culvert entrances and exits often have protective grilles or screens to prevent debris from entering the pipe and causing blockages. These should be inspected and cleaned regularly, especially during the winter or periods of heavy rainfall when debris can accumulate very quickly.

- The design of new grilles and screens must be agreed upon with the council or Environment Agency, and permission must be given before installation, as poorly designed screens can cause an obstruction.
- Health and Safety must be your top priority when carrying out culvert or grille maintenance. You should never enter any culvert without seeking advice.

9.0 Staying safe

When undertaking works within or adjacent to a watercourse, landowners must assess their works to ensure they can be carried out without putting themselves or others at risk. Due to the range of risks posed by open and culverted watercourses, landowners should assess this on a case-by-case basis.

It would be best if you considered the risks posed when working:

- in deep silt or mud
- on slippery banks near water
- in/near deep or fast-flowing water
- near roads
- with plant or machinery
- around culverts and enclosed spaces
- cutting down or working near trees
- on your own

If in doubt, you should always seek advice. It would be best if you considered these tips to help protect your health:

- Wear protective clothing such as gloves
- Cover any open wounds, such as cuts and scratches, with waterproof plasters
- Carefully clean any cuts or scratches obtained during the work near water
- Wash thoroughly and as soon as possible if you have entered the water
- See a doctor if you feel unwell after working near water.

10.0 Looking after wildlife

Watercourses can be vital habitats and may contain important flora and fauna protected or invasive species controlled under the Wildlife and Countryside Act 1981.

10.1 Protected Species

Protected species include native crayfish, water voles, great crested newts, nesting birds and bats. If you think the area you are considering clearing may contain any protected species, please seek further advice before proceeding. Contact The Environment Records Centre for the West of England to find out if protected species have been recorded on or near your land or consult an ecologist.

Various methods for reducing the impact of maintenance works on the environment are suggested in the following two sections below, such as using hand tools to clear obstructions to water flow rather than completely removing a watercourse's vegetation using machinery.

Also, through careful maintenance planning, alternate stretches of a watercourse can be worked on each year to ensure there is always a healthy vegetated area enabling wildlife disturbed by maintenance to migrate. However, it must be remembered that there must always be a clear, free water flow.

If you own a more significant watercourse, maintain multiple watercourses or are likely to be using large machinery to clean the watercourse, it is recommended that you consult the council or Environment Agency and use the guidance document listed below:

The Drainage Channel Biodiversity Manual

Natural England and the Association of Drainage Authorities

<https://www.ada.org.uk/knowledge/environment/>

Many farmers participate in schemes that set clear rules for maintaining watercourses. If these are not adhered to, landowners risk breaking the rules of such agreements and may be penalised.

Contact Natural England to determine if you need permission to work on any watercourse on or near a designated nature conservation site or within a European or nationally protected site. Examples of these in North Somerset are listed below, but there may be others:

National Nature Reserves

- Gordano Valley

- Ramsar
- Severn Estuary

Site of Special Scientific Interest (SSSI)

- Avon Gorge
- Biddle Street, Yatton
- Blagdon Lake
- Bourne
- Gordano Valley
- Kenn Church, Ken Pier, Yew Tree Farm
- Max Bog
- Puxton Moor
- Severn Estuary
- Tickenham, Nailsea and Kenn Moors
- Uphill Cliff
- Yanel Bog

Special Areas of Conservation

- Avon Gorge Woodlands
- Mendip Limestone Grasslands
- Severn Estuary

Special Protection Areas

- Severn Estuary

10.2 Invasive species

Some vegetation and animal species are non-native and considered invasive. Invasive non-native plants are species that have been brought into the UK and can spread, causing damage to the environment, the economy, our health, and the way we live. North Somerset does have areas where invasive species can be found. If you have invasive plants or harmful weeds on your premises, you are responsible for preventing them from spreading into the wild or causing a nuisance. You must not plant or otherwise cause to grow in the wild any plant listed on schedule 9 of the Wildlife and Countryside Act 1981.

Those frequently found in and alongside watercourses include:

- Floating Pennywort
- Australian swamp stonecrop or New Zealand pygmyweed
- Himalayan Balsam
- Japanese Knotweed
- Giant Hogweed

Follow the "[Check, Clean, Dry](#)" approach to avoid spreading. More information on the identification of invasive species and their management can be found on the GB non-native species secretariat website:

www.nonnativespecies.org

11.0 Timing and frequency of maintenance

Developing a programme that determines how often you will carry out maintenance work is good practice for all watercourses and ditches.

Most watercourses and ditches require annual maintenance to some degree. The best time to undertake work is mid-autumn to prepare for increased winter flows.

Ensure that you undertake most of your clearance works after the vegetation has begun to die back in late September/October.

At this time of year, there is also less likely to be wildlife nesting or breeding in or near watercourses.

You should carry out the works when the water level is at its lowest, i.e., with little rainfall.

Plan your maintenance to ensure that habitat stretches are left intact, for example, by trimming alternate banks or lengths of watercourse each year. This ensures that there is always a healthily vegetated area enabling wildlife disturbed by maintenance to move without being forced to leave the ditches.

If protected species have been recorded in your watercourses, you must ensure their habitats are not adversely affected.

Trash/weed screens and grilles should be checked regularly all year round, especially at times of anticipated high flow.

Debris in watercourses should be removed as soon as it builds up.

In culverted watercourses, your program should include an inspection of the culvert for blockages or signs of collapse. If such problems are identified before a total obstruction to the watercourse occurs, it reduces the likelihood of flooding incidents.

12.0 The right tools for the job

This depends on the scale of your watercourse and the extent of work required.

For smaller landowners, maintenance of ditches and watercourses is generally best achieved using hand tools, such as saws, spades and shovels, as this is less destructive to habitats, vegetation and the bed of the watercourse.

It is far better to undertake minor works more regularly that clear obstructions to flow than remove all vegetation and silt from the bed and banks of a watercourse in one go. Regular, minor works will leave healthy vegetation along the bed and watercourse banks. This is important to the water quality and wildlife in the watercourse. Of course, if the watercourse has not been maintained for a while, there may be no option but to undertake significant work.

Machinery can clear large stretches of open watercourse quickly. If using such machinery, the sensitivity of the watercourse must be considered, and maintenance should be planned to ensure stretches of habitat are left intact

(potentially by maintaining alternate banks or lengths of a watercourse each year).

For culverted watercourses, specialist tools may be needed to jet clean or rod the culvert to clear blockages or conduct inspections using camera surveys.

Many landowners will appoint drainage companies/contractors to maintain culverts or open watercourses. It is recommended that landowners who choose to do this always obtain a range of quotes to achieve the best value.

13.0 Staying Legal

13.1 Waste management

Sometimes, ditch spoil or removed invasive species can be categorised as hazardous waste. Environment Agency licenses or exemptions may be required, so if in doubt, please check with your relevant Environment Agency office before progressing or look at www.gov.uk/waste-exemptions-disposingof-waste

When carrying out watercourse and ditches maintenance, you must ensure that your work is legal. As this guidance sets out, general maintenance is unlikely to break the law; however, some activities require permission or consent. Remember, any work undertaken without consent could result in enforcement action.

13.2 Safety

Personal and volunteer safety is crucial. Potential risks must be assessed before work begins.

When undertaking works within or adjacent to a watercourse, landowners must assess their works to ensure they can be undertaken without putting themselves or others at risk. Due to the range of risks posed by both open and culverted watercourses, landowners should assess this on a case-by-case basis and writing a simple risk assessment can often help keep yourself safe.

13.3 Altering the watercourse

Suppose you wish to alter the route, shape, or capacity of the watercourse (whether open or piped) to change the flow, or you wish to build near a watercourse. In that case, you will likely require permission from the regulating body and the relevant landowners.

For works on main rivers, you must submit your plans to the Environment Agency and apply for flood permits if you want to:

Carry out work on, over, under or near a main river, or flood defence

Make changes to any structure that helps control floods.

See www.gov.uk/flood-defence-consent-england-wales for consent information and to determine if your watercourse is a main river.

For works on, over, under or near non-main rivers (ordinary watercourses), contact the council via xxx

13.4 Countryside stewardship

Landowners covered by countryside stewardship schemes must ensure that any maintenance works align with their agreements. Suppose protected species have been recorded in your watercourse. In that case, you must also ensure their habitats are not destroyed, bearing in mind that you must also ensure the free flow of water in the watercourse you are responsible for.

13.5 Tree protection

You must check with your local planning authority to ensure no tree preservation orders (TPOs) on the trees you plan to work on. For large-scale works, you may need a Forestry Commission felling licence - <https://www.gov.uk/guidance/tree-felling-licence-when-you-need-to-apply>

13.6 Private property

Get permission from the landowner(s) before going onto private property.

13.7 Preventing problems downstream

While increasing channel capacity and improving flow can lead to land upstream draining faster, it can cause flooding downstream. Increased flows can also lead to bank erosion and more silt entering the watercourse, which is why consent for these works is often required.

When undertaking maintenance works to watercourses, landowners should ensure that any vegetation, debris or silt removed from the watercourse does not end up back in the flow of the watercourse. Care should also be taken to ensure that any disturbed debris does not end up flowing downstream and causing problems for other landowners.

13.8 Wildlife

As previously mentioned, some species, including all nesting birds, have strict protection under the law. If you doubt the presence of protected species, please seek advice before carrying out any work.

You're breaking the law if you:

- capture, kill, disturb or injure a European protected species (on purpose or by not taking enough care)
- damage or destroy a breeding or resting place (even accidentally)
- obstruct access to their resting or sheltering places (on purpose or by not taking enough care)

Disturbing a protected species includes any planned activity that affects:

- a group's ability to survive, breed or raise their young
- the species' numbers or range in the local area

If you're found guilty of an offence, you could get an unlimited fine and up to 6 months in prison.

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Local Flood Risk Management Strategy for North Somerset

Part G – Coastal Flood Risk Awareness

Page 825

Contents

- 1.0 Introduction
- 2.0 North Somerset's coast today
 - 2.1 Walls
 - 2.2 Earth embankments
 - 2.3 Sand dunes
 - 2.4 Tidal exclusion flaps and sluices
- 3.0 Flood Risk from the coast
- 4.0 North Somerset's coast in the future

1.0 Introduction

For centuries, people living in North Somerset have managed coastal areas to protect the land from the sea. Maps from the 1780s show earth mounds built to hold back spring tides. This management has evolved due to natural erosion and developing coastal communities.

A large part of North Somerset is below sea level at high tide and only remains dry due to a strip of land being higher on the coast and historic embankments that have been improved and raised over many years. There are gates and sluices that prevent the sea from flowing up rivers at high tide and flooding the land.

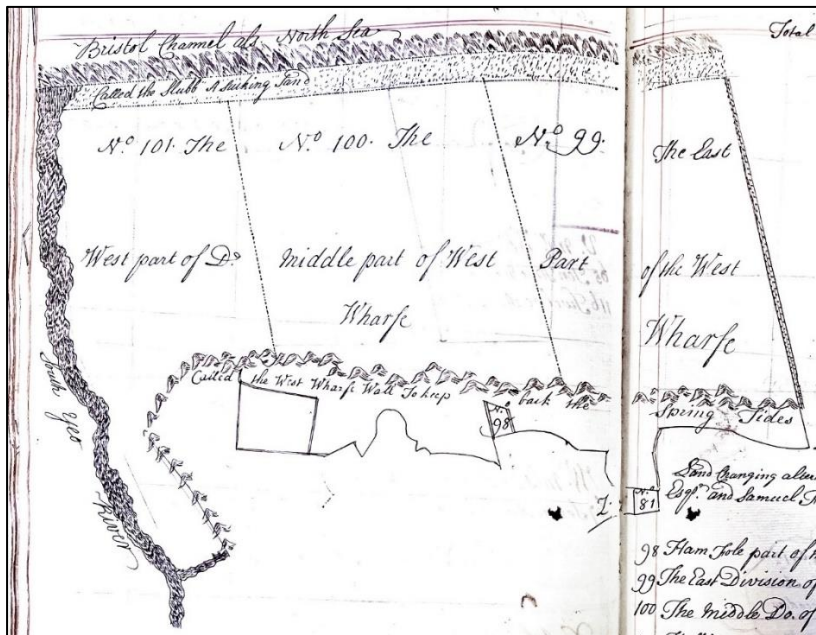


Image 1. 1780 Ledger showing 'West Wharf Walls to keep back the spring tides' Courtesy of South West Heritage Trust SHC DD/PT/H452/42

2.0 North Somerset's coast today

Our coast is a nationally important habitat that rare wading birds visit during the winter months, and today, there are also flood defences along the coast. These are a combination of walls, embankments, sand dunes, tidal exclusion flaps, and gates. Some examples of these are described below.

2.1 Walls

Walls have been built to protect the main urban coastal communities of North Somerset. Most of these were initially constructed by the Victorians as the popularity of seaside holidays grew and the health benefits of bathing in the sea were promoted.

They were originally built out of local stone and many still exist in the original form, having been repaired and re-built many times after damage by large storms.

Others such as those at Pill, Weston-super-Mare and Clevedon have been improved in more recent times.



Images 1 and 2. The Victorian sea walls at Clevedon protect residents from flooding when there is a combination of high tides and stormy weather.





Images 3 and 4. At Weston-super-Mare, the Victorian sea walls have already had an upgrade. Concrete steps have been built in front of the old walls to prevent waves from damaging the bottom of the wall. New walls were also constructed behind the promenade to protect properties from large waves that overtop the old walls. These were also designed so that they can be raised when needed in the future due to sea level rise.





Images 5 and 6. At Pill, the walls and flood gates prevent high tides and storm surges that flow up the River Avon from flooding nearby properties.



2.2 Earth embankments

Earth embankments are the most straightforward and oldest form of flood defence and have been used in North Somerset for hundreds of years.



Image 7 shows Portbury Nature Reserve and the Portbury Sea Wall Commissioners embankment. In front of the embankment is a salt marsh, a rare marine habitat that protects the nature reserve from flooding by reducing wave energy.

Portishead is now protected from flooding by a newer embankment and wall built as part of the nearby new development. The old embankment now only provides a small amount of protection for the nature reserve.



Image 8. is a typical example of an earth embankment around Wick Warth, Wick St Lawrence and Kingston Seymour. – In 1989/1990, a rock armour strengthening scheme was carried out on the existing defence north of Weston-super-Mare. This was followed in 1990 by bank strengthening to the Commission Bank and raising works in 1991. More recently, works around the Congresbury and Yeo tidal banks have further improved the protection of this part of the coast. Climate change and sea level rise will mean future work will be challenging to maintain the current level of protection.

2.3 Sand dunes

Sand dunes are both flood defences and valuable habitats.



Image 9. The dunes at Sand Bay are an integral part of the flood defences that protect properties nearby. They are artificial - in 1983/84, over 600,000 tonnes of sand were dredged from the Severn Estuary and pumped onto the beach, raising it by approximately three metres at the sea wall.



Image 10. The dunes along the back of the beach at Uphill are natural and formed from wind-blown sand. The vegetation cover is essential as it protects the dunes from erosion during large storms and maximises the protection they provide to the community at Uphill.

2.4 Tidal exclusion flaps and sluices



Image 11. It Shows Sampson's Sluice, where the Oldbridge River meets the flood defences along the coast. Sluices and flaps like these ensure a continuous line of protection along the coast.

Tidal exclusion flaps and sluices are on all rivers that flow to the sea in North Somerset. These stop high tides from flowing back up rivers and flooding land and properties. The tide can

also stop rivers and watercourses from draining to the sea at high tide, leading to flooding.



Image 12. This is a tidal flap at Portishead's end of the Portbury Ditch. The flap lets water out when the tide is low and holds the tide back when the sea rises against the flap.

3.0 Flood risk from the coast.

The management of the current defences along the coast is a complex mixture of different organisations and landowners. The Environment Agency take the lead and have an overview of tidal flood risk along the coast and the development of future schemes. North Somerset Council is known as the Coast Protection Authority and is responsible for managing coastal erosion. The Environment Agency does not own any flood defences but, with the agreement of landowners, builds them and then maintains them. In some places along the coast, North Somerset Council is the landowner and has built and is responsible for maintaining flood defences. Private landowners may also be responsible for maintaining flood defences if the Environment Agency does not maintain them.

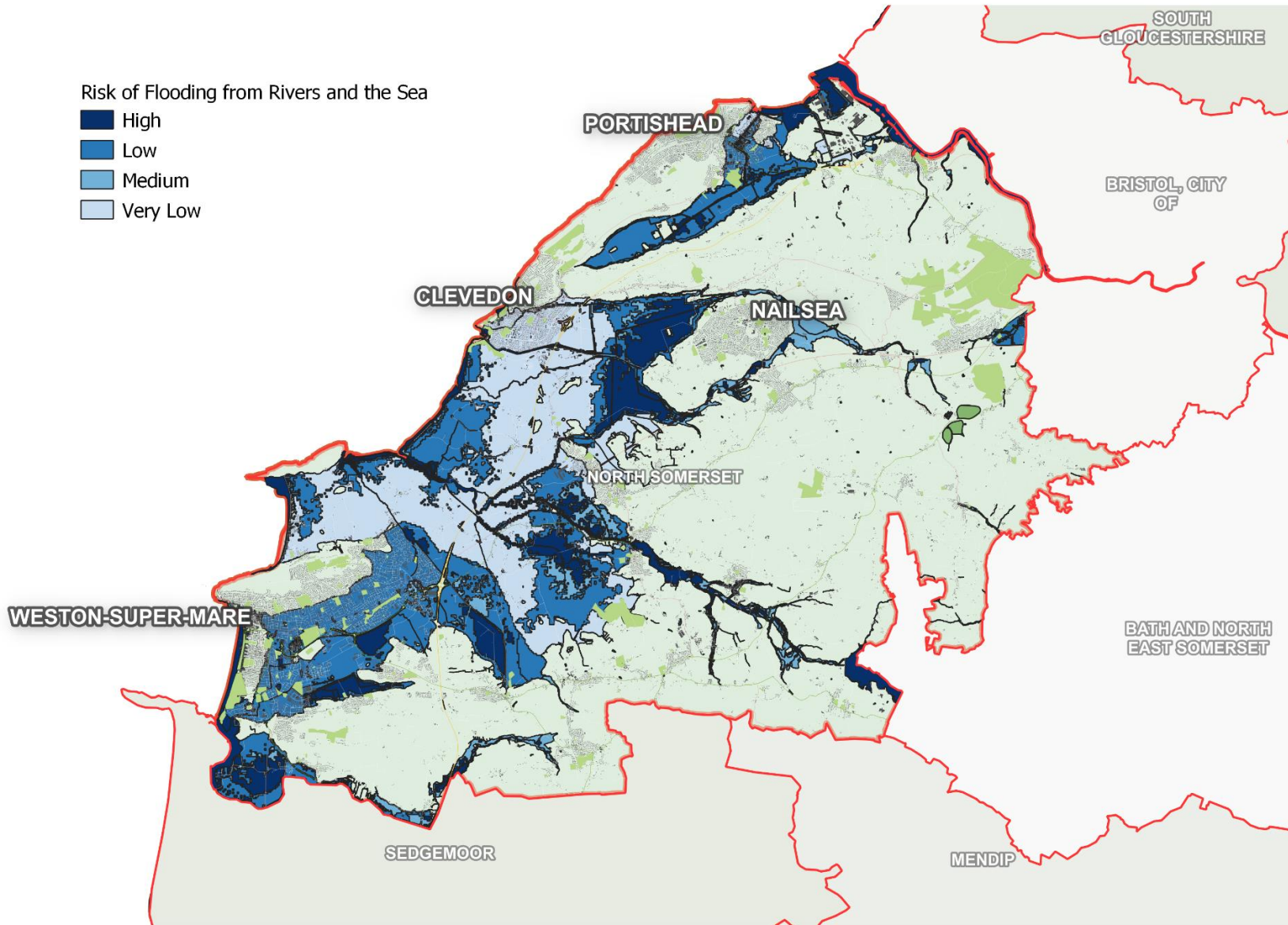
As a result of the current defences, each year, for most of North Somerset there is only a very low or low risk of being flooded. Flood defences are built to withstand the worst storms, but even then, unusual events occur, meaning waves could still overtop the defences, or the defences could fail.

Thankfully this risk is still relatively low, but everyone should be aware of their risk and know what to do if there is a flood warning. This risk will increase because global warming is raising sea levels. North Somerset Council is working with the Environment Agency to evaluate this risk. More information will be provided in a more detailed future strategy for the coast of North Somerset.

Get more information about flooding in your local area and sign up for flood alerts from the Environment Agency at www.gov.uk/check-flooding

The map below shows the current risk of flooding from rivers and the sea. This takes into the defences that are along the coast and rivers. These defences reduce but do not entirely stop the chance of flooding as they can be overtopped or fail. The maps are based on hydraulic modelling that the Environment Agency undertook.

The maps can be found here <https://www.gov.uk/check-long-term-flood-risk>, where you can zoom in and examine the risk where you live in more detail.



4.0 North Somerset's coast in the future

Sea levels have risen by about 16cm since 1900, but the rate is increasing, according to the Met Office. Sea levels are now rising by 3 to 5.2mm a year - more than double the rate of increase in the early part of the last century. There is uncertainty about how quickly this will continue depending on different carbon emission scenarios. Here in North Somerset, sea levels are predicted to rise between 0.5 and 1.1 metres by 2100, depending on carbon emission scenarios.

To prepare for this, the Environment Agency has a National Flood and Coastal Erosion Risk Management Strategy for England. The strategy sets out a vision of a nation ready for and resilient to flooding and coastal change – today, tomorrow and to the year 2100

Find out more:

<https://www.gov.uk/government/publications/national-flood-and-coastal-erosion-risk-management-strategy-for-england--2>

North Somerset Council is working with the Environment Agency and other partners to develop short and long-term plans and adapt to current and future hazards.

The coast's future is defined through Shoreline Management Plans, which are produced and implemented by Coastal Groups. Coastal Groups are voluntary groups with significant strategic influence. They do not receive funding from central government but are resourced through various mechanisms generally involving membership contributions. Local authorities, the Environment Agency, Natural England and other interested bodies make up the groups. North Somerset Council is a member of the South West Coastal Group and the Severn Estuary Coastal Group, with the boundary being Anchor Head at Weston-super-Mare.

The Shoreline Management Plans assign one of the following policies to each section of the coast:

Policy	What this means
Advance the line	Actively take steps to move the current coastline and any associated flood defences further out to sea. There are no policies like this in North Somerset.
Hold the line	Actively take steps to maintain the coast and any flood defences in its current location. This may mean improvements to defences in places.

Management realignment

Actively take steps to change the alignment of the coast and associated defences. This could mean moving the location of flood defences and allowing natural erosion.

No active intervention

Natural processes will be allowed to continue. This could mean allowing erosion to take place or allowing dunes to migrate inland.

It is only sometimes possible, or advantageous, to stop natural processes along the coast. The coast of North Somerset is a critical habitat for many species, including rare wading birds in the winter. Climate change and rising sea levels will mean that this important habitat is slowly reducing through what is known as coastal squeeze. This is the loss of natural habitats or deterioration of their quality arising from artificial structures or human actions, preventing the landward movement of those habitats that would otherwise naturally occur due to sea level rise and other coastal processes. Coastal squeeze affects habitat on the seaward side of existing structures. Any interventions on the coast must ensure that the natural environment is protected and, where possible enhanced.

The policies along the North Somerset coast are summarised below:

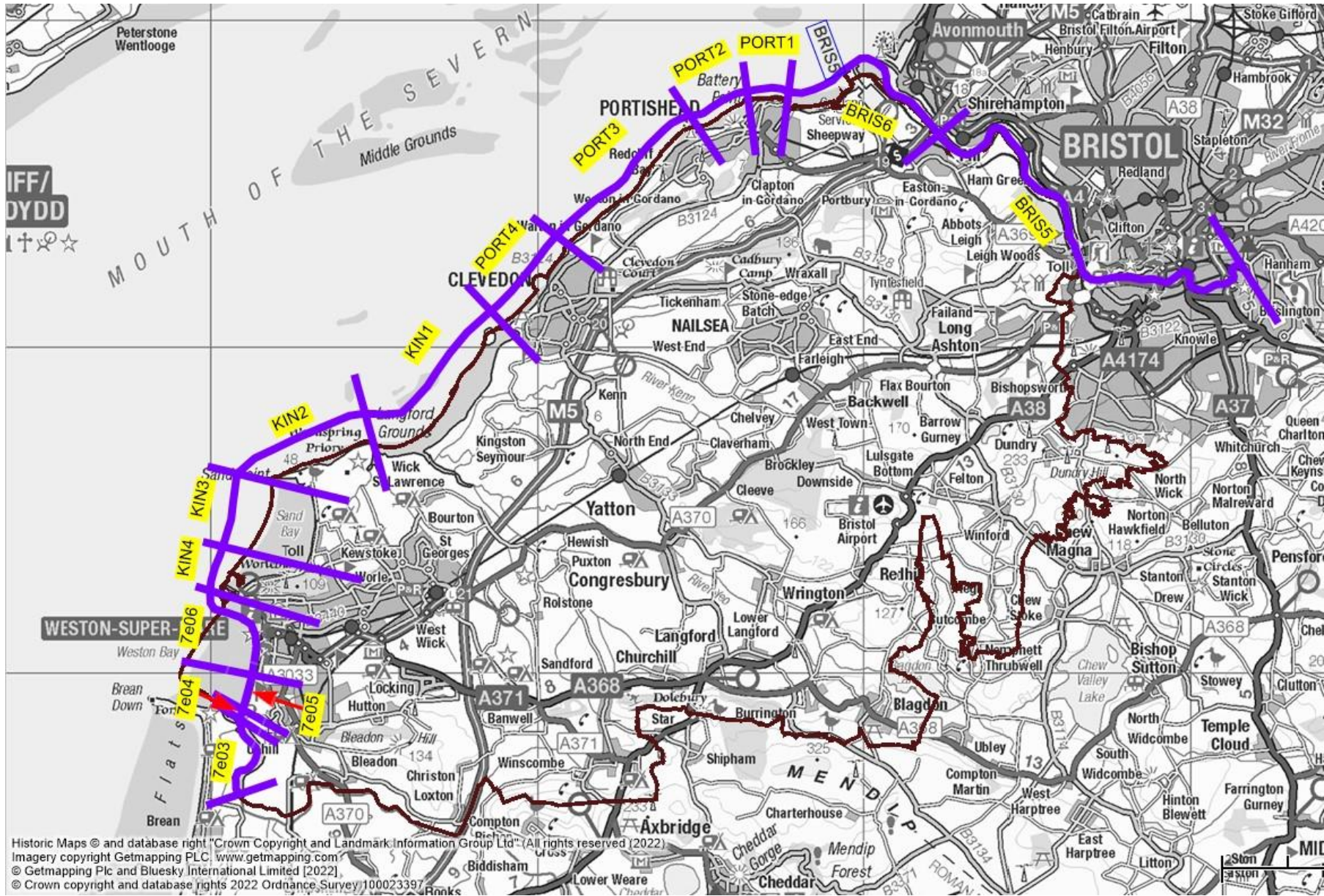
Policy number	Location	Policy for the management of the coast now	Policy for management of the coast in the medium term	Long-term policy target for the management of the coast	Why is this policy in place, and what is the proposed management
7e03	"Axe Estuary right (east) bank (near Diamond Farm to mouth)."	Hold the line	Managed realignment	Hold the line	Continue to maintain existing defences and investigate opportunities for managed realignment. Then implement managed realignment and maintain the set-back position, or if necessary, rebuild the existing flood defences and maintain them.

7e04	Axe Estuary mouth to Uphill	Hold the line	Managed realignment	Hold the line	Continue to maintain existing defences and investigate opportunities for managed realignment. Then implement managed realignment and maintain the set-back position, or if necessary, rebuild the existing flood defences and maintain them.
7e05	Uphill to Weston-super-Mare (south)	Managed realignment	Managed realignment	Managed realignment	Allow natural coastal evolution to continue as far as possible, undertaking dune monitoring and management when required. If monitoring identifies that the dunes are at risk of breaching, then construct a secondary defence embankment.
7e06	Weston-super-Mare	Hold the line	Hold the line	Hold the line	Minimise the risk of flooding and erosion to Weston-super-Mare by maintaining and improving defences.
KIN4	Southern end of Beach Road, Kewstoke to Birnbeck Island, Weston-super-Mare	No active intervention	No active intervention	No active intervention	Allow natural processes to continue.
KIN3	Middle Hope car park at Sand Point to the southern end of Beach Road, Kewstoke	Hold the line	Hold the line	Hold the line	Continued monitoring and maintenance of existing sand dune defences to continue to protect the wider community and consider issues of coastal squeeze and options for mitigating future flood risk, habitat requirements and future adaptation.

KIN2	St Thomas' Head to Middle Hope car park at Sand Point	No active intervention	No active intervention	No active intervention	Allow natural processes to continue.
KIN1	Old Church Road, Clevedon to St Thomas' Head	Managed realignment – set back defence	Managed realignment – set back defence	Managed realignment – set back defence	Whilst ensuring the impacts of flooding to people, property and infrastructure are reduced, the long-term plan is to allow the natural processes of the estuary to continue. Adaptation with time scales determined by actual sea level rise.
PORT4	Ladye Point to Old Church Road, Clevedon	Hold the line	Hold the line	Hold the line	Continued monitoring and maintenance of existing defences and infrastructure to continue to protect the wider community and consider options for future adaptation.
PORT3	The end of Esplanade Road at Lake Road to Ladye Point	No active intervention	No active intervention	No active intervention	Allow natural processes to continue, but in the event that infrastructure or the England Coastal Footpath come to be at risk, local measures could be considered to protect vulnerable assets.
PORT2	Swimming pool, Esplanade Road, Portishead to the end of Esplanade Road at Lake Road, Portishead	No active intervention	No active intervention	No active intervention	Allow natural processes to continue, but in the event that infrastructure or the England Coastal Footpath come to be at risk, local measures could be considered to take account of issues, including those relating to coastal squeeze, future flood risk and habitat requirements, and protection of vulnerable assets.

PORT1	Portishead Pier to swimming pool, Esplanade Road, Portishead	No active intervention	No active intervention	No active intervention	Allow natural processes to continue, but in the event that infrastructure or the England Coastal Footpath come to be at risk, local measures could be considered to protect vulnerable assets.
BRIS6	Avon Road, Easton-in-Gordano (south bank of the River Avon) to Portishead Pier	Hold the line	Hold the line	Hold the line	Continued monitoring and maintenance of existing defences and infrastructure to continue to protect the wider community and consider options for future adaptation.
BRIS5	Netham Weir to Avon Road, Easton-in-Gordano	Hold the line	Hold the line	Hold the line	Continued monitoring and maintenance of existing defences and infrastructure to continue to protect the wider community and consider options for future adaptation.
HOL2	Steep Holm	No active intervention	No active intervention	No active intervention	Allow natural processes to continue.

The location of the policy units is shown in **Figure 2** below.

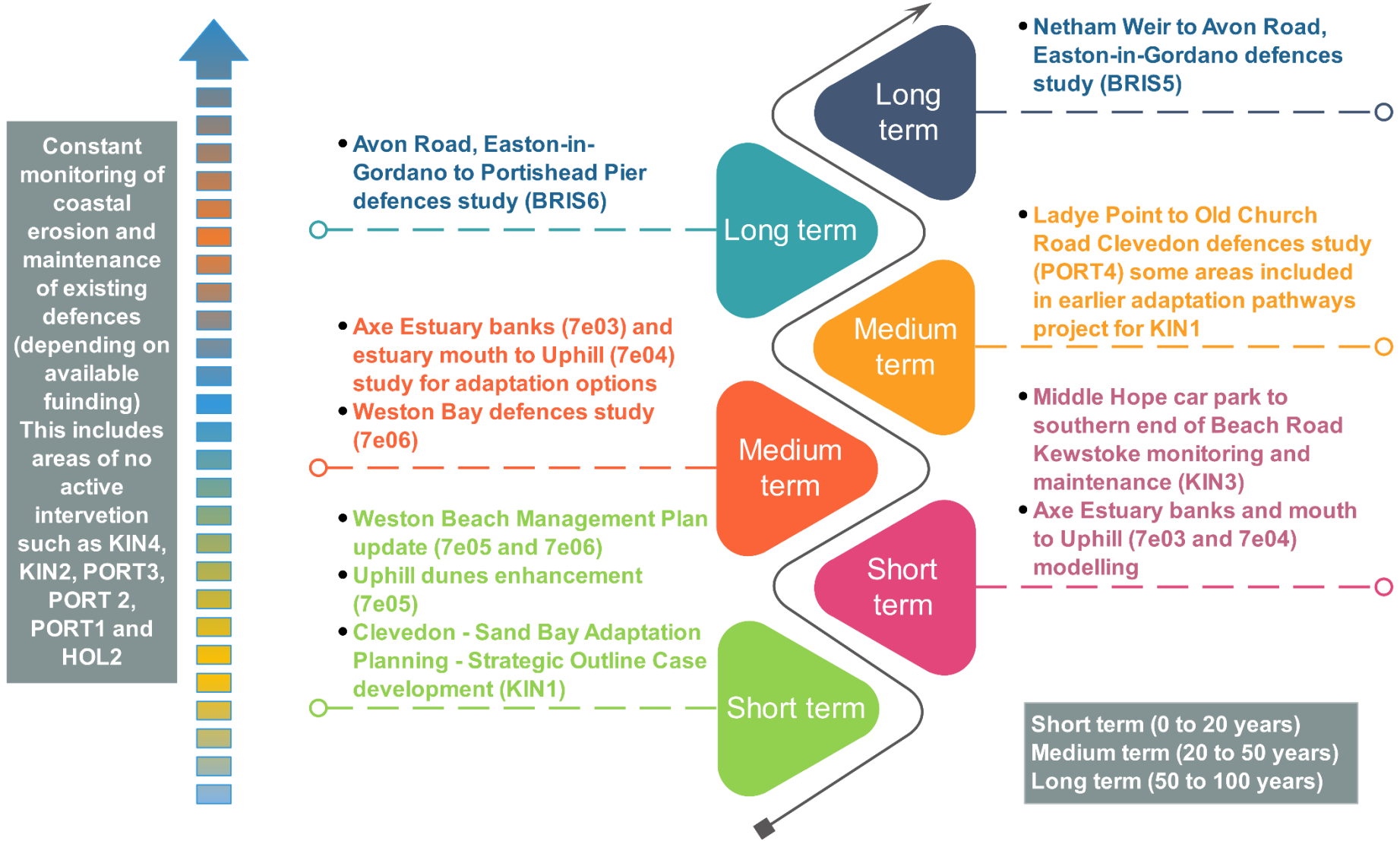


When improvements to defences are needed, funding will be sought from central government where possible. Opportunities for nature-based solutions, such as increasing salt marsh areas and tidal wetlands and allowing space for sand dune protection, will be considered along with all other alternatives before new hard flood defences are chosen during the investigation and development of options.

The current timeline of future areas of activity along the North Somerset Coast is shown in **Figure 3** below. This is dependent on funding being available in the future, and the further into the future you look, the activity becomes more uncertain regarding the exact timing and extent of what that project may be. All projects will start with a study looking at the needs along the coast and the possible future interventions.

Figure 3 - North Somerset coastal activity and future studies

Page 843

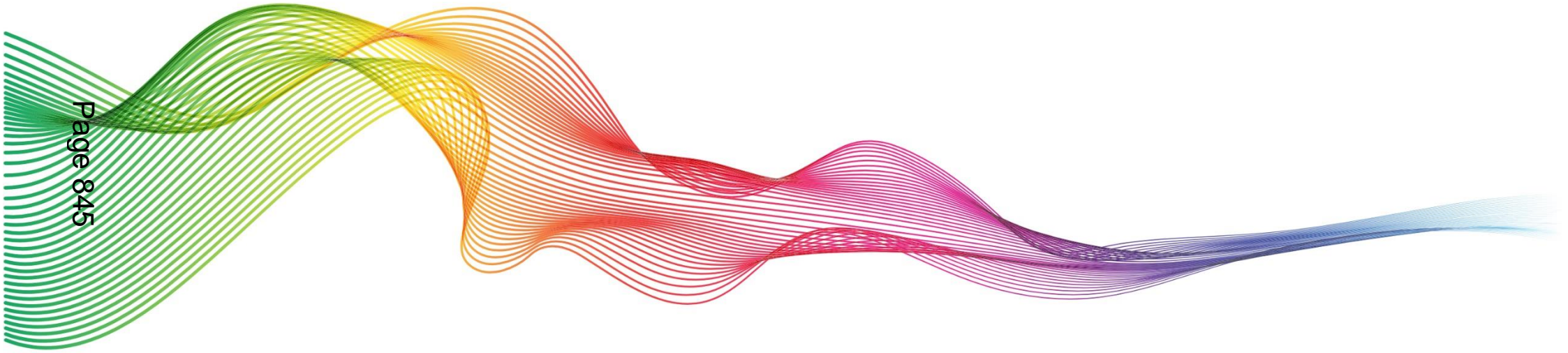


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Local Flood Risk Management Strategy for North Somerset

Summary Document

Page 845



Contents

- 1.0** Introduction
- 2.0** Understanding the risk of flooding in North Somerset
- 3.0** North Somerset local flood risk management objectives and actions
 - 3.1** Local flood risk reduction actions
 - 3.1.1** Local flood risk reduction action A1 – appropriately maintained assets
 - 3.1.2** Local flood risk reduction action A2 – inputting on planning
 - 3.1.3** Local flood risk reduction action A3 – regulating surface water activities
 - 3.1.4** Local flood risk reduction action A4 – making North Somerset flood resilient
 - 3.1.5** Local flood risk reduction action A5 – investigating surface water flooding and assets
 - 3.1.6** Local flood risk reduction action A6 – using natural flood management
 - 3.1.7** Local flood risk reduction action A7 – scheme opportunities assessment

1.0 Introduction

Preparing for flooding is vital in North Somerset because there are around 4300 properties at medium risk of flooding (between 1% and 3.3% chance of happening each year, also known as a 1 in 100 year event). Flooding to low-lying land from the sea and tidal estuaries is a principal flood risk source within North Somerset. Without defences in place, approximately a quarter of the area of North Somerset is at risk of flooding. However, the tidal flood defence network across the study area is well-developed and extensive; therefore, flooding rarely occurs due to high tidal levels alone. Climate change and associated sea level rise will increase this risk. By 2080, without improvements to flood defences, as many as 63000 properties could be at risk.

North Somerset Council has developed a Local Flood Risk Management Strategy that sets out our objectives and actions to make your community more resilient to surface water flooding (sometimes known as flash flooding) and groundwater flooding. Parts of the strategy also cover broader flood risks, such as flooding from the sea and large rivers. The strategy is broken into seven parts for the ease of the reader.

All are self-contained documents and can be read independently to help navigate the complex strategy. These are described below:

Part A	Local Flood Risk Reduction Actions in North Somerset	This explains what all the relevant organisations are working together to achieve. It also explains the flooding risks North Somerset faces now, and in the future, and how to interpret and understand national mapping that is available online at https://www.gov.uk/check-long-term-flood-risk . There is also a detailed action plan explaining what the organisations with responsibilities for managing flood risk will do.
Part B	A Guide to North Somerset Flood Risk Management Authorities	Many organisations, including landowners, have different rights and responsibilities when managing flood risk. This part is an explanation of who does what in North Somerset.
Part C	A Guide to Flood Risk Funding	Flood risk funding is complicated. An explanation of how flood risk activities are funded locally and nationally is explained in this part and what this means to us in North Somerset.
Part D	North Somerset Natural Flood Management	Natural flood management uses natural features and planting to store and slow water flow. Across a large area, this can reduce flood risk downstream. This part explains how this approach will be used in North Somerset.

Part E	Flood Resilient North Somerset	Flood resilience is “the capacity of people and places to plan for, better protect, respond to, and recover from flooding and coastal change”. This part describes how communities in North Somerset can be more resilient to flooding and adapt and recover more quickly when flooded.
Part F	Small Watercourse Maintenance Good Practice	Watercourses are essential to flood risk management, and if they are not functioning or blocked, this can cause flooding. This part is a guide to maintaining small watercourses for flood risk and wildlife.
Part G	North Somerset Coastal Flood Risk Awareness	This part explains the risk of coastal flooding and the impact of climate change and sea level rise on North Somerset.

2.0 Understanding the risk of flooding in North Somerset



Flooding can be from different sources, such as the sea, rivers, small watercourses, surface water, groundwater and reservoirs. Different authorities manage the risk of flooding from each of these. **Part B – A guide to A Guide to North**

Somerset Flood Risk Management Authorities explains who the risk management authorities are and what they do.

Flooding happens due to storms and too much rainfall, especially if it is heavy over a short amount of time. It can also happen if there is constant rainfall over an extended period. Sometimes flooding comes from more than one source, and there is a complex interaction between each one. Very often, not one thing will fix the problem.

The Environment Agency has computer models that have produced maps showing what flood risk looks like across North Somerset. These can be found at:

<https://www.gov.uk/check-long-term-flood-risk>

A full explanation of how to interpret and understand your risk as shown on the maps can be found in **Part A - Local Flood Risk Reduction Actions in North Somerset**

High rainfall can affect all of us but in different ways and there is a complex interaction between different types of flooding. One of the most obvious impacts of heavy rainfall is flooding of the highway. We maintain thousands of gullies on public land and their connections to the drainage system along roads. If you notice a problem please report it to the highway team, through the channels available. <https://www.n-somerset.gov.uk/my-services/nuisances-pollution-environmental-issues/flooding-drainage/drainage>

More serious flooding is that which affects homes and businesses, and it is essential that all such incidents are recorded to assist with the development of this strategy and the planning of future works. If your home or business has experienced flooding inside your home please report it to the flood risk team via this link: <https://www.n-somerset.gov.uk/my-services/nuisances-pollution-environmental-issues/flooding-drainage/reporting-flood>

3.0 North Somerset local flood risk management objectives and actions

The Local Flood Risk Management Strategy has objectives and local flood risk reduction actions adapted from the Environment Agency's National Flood and Coastal Erosion Risk Management Strategy for England. The Environment Agency's national strategy can be found here:

<https://www.gov.uk/government/publications/national-flood-and-coastal-erosion-risk-management-strategy-for-england--2>

The objectives are:

OB1 - A flood resilient North Somerset

OB2 - Today's growth and infrastructure in North Somerset being resilient in tomorrow's climate

OB3 - North Somerset ready to respond and adapt to flooding

We have built on these to create local flood risk actions:

A1 - Appropriately maintaining assets

A2 - Inputting into planning

A3 - Regulating surface water activities

A4 - Making North Somerset flood resilient

A5 - Investigating surface water flooding and assets

A6 - Using natural flood management

A7 - Scheme Opportunity Assessment (understanding where in North Somerset large schemes to reduce flood risk would be viable)

A full action plan that will be updated yearly, and the strategy will be reviewed and updated as needed every six years can be found in **Part A - Local Flood Risk Reduction Actions in North Somerset**.

3.1 Local flood risk reduction actions

3.1.1 Action A1 – appropriately maintaining assets

All flood risk and drainage infrastructure assets need maintenance to function as initially intended. Infrastructure assets can be many things, including natural features such as

watercourses, ponds and wetlands and artificial structures such as drains, pipes, culverts, weirs etc. Different organisations have different responsibilities for maintaining assets.

- North Somerset Council maintains highway drainage and reservoir and flood storage areas and has the power to maintain small watercourses elsewhere.
- North Somerset Levels Internal Drainage Board uses its powers to maintain strategic watercourses and culverts in its District.
- Wessex Water maintains public foul and surface water sewers.
- National Highways maintain the drainage for the M5.
- Network Rail maintains the drainage for railways.
- The Environment Agency uses its powers to maintain large rivers and sea defences.
- Private landowners are responsible for maintaining watercourses that flow through, next to or under their land.

These responsibilities are explained in **Part B - A Guide to North Somerset Flood Risk Management Authorities and Part F – Small Watercourse Maintenance Good Practice.**

The main action is to continue the high standard of maintenance across North Somerset, regularly reviewing what is maintained, how it is maintained and co-ordinating activities with other relevant organisations.



3.1.2 Action A2 – inputting on planning

New developments can increase the risk of surface water flooding without suitable mitigation. Risk Management Authorities such as North Somerset Council as the Lead Local Flood Authority, The Environment Agency, Wessex Water, and the Internal Drainage Boards all comment on planning applications. All risk management authorities also provide flood risk and drainage specific advice to the local planning authority when writing their local plan.

The main action is to continue to provide relevant comments on planning applications and to develop further guidance that assist with decision making.

3.1.3 Action A3 – regulating surface water activities

Work on watercourses, rivers and public sewers requires consent from the following organisations:

- North Somerset Council – for works on small watercourses outside of the Internal Drainage Board District
- North Somerset Levels Internal Drainage Board – for works on small watercourses inside their District

- The Environment Agency – for works on large rivers and sea defences
- Wessex Water – for works on or near public sewers

Further details and contact details can be found in **Part A - Local Flood Risk Reduction Actions in North Somerset**

The main action is to continue regulation of activities and improve co-ordination between organisations when decisions are made.

3.1.4 Action A4 – making North Somerset flood resilient

A flood resilience approach aims to reduce the impact and damage caused by floodwater. This can mean a combination of several small actions, such as:

- Being prepared for a flood
- Knowing what to do in a flood
- Being able to recover from a flood quickly
- Changing a property so there is less damage when it floods
- Adapting a community so that flooding has less of an impact

This action is described in detail in **Part F – Flood Resilient North Somerset**

North Somerset will work with residents and businesses to increase the resilience of North Somerset to flooding.



3.1.5 Action A5 – investigating surface water flooding and assets

The drainage and flood risk infrastructure in North Somerset has been constructed over many years. Not all of it has been recorded, so we don't know its condition. Knowing where places flood and why they have flooded is key to understanding if any actions can be taken to reduce the impact of the flooding. This can be as simple as ensuring landowners clean their ditches to investigating Victorian culverts in our towns.

Flood risk assets

North Somerset Council will update the information in the asset list (called an asset register) to improve the understanding of these. This will include collecting more information about ownership and condition.

Mapping surface water flow routes and modelling

North Somerset Council will survey and map surface water flow routes to provide more detailed and accurate information.

This information can then feed into continuously updating the computer models used to create surface water flood risk maps.

Surface water flood investigations

North Somerset Council must investigate flooding if it is considered necessary or appropriate to understand if the relevant risk management authorities have done what they are reasonably expected to do in a flood. Investigations are usually only undertaken if:

- five or more properties have internal flooding
- a property or properties are impacted by frequent flooding
- significant infrastructure, such as schools and hospitals, are flooded

External flooding is not generally investigated unless it is significant or frequent.

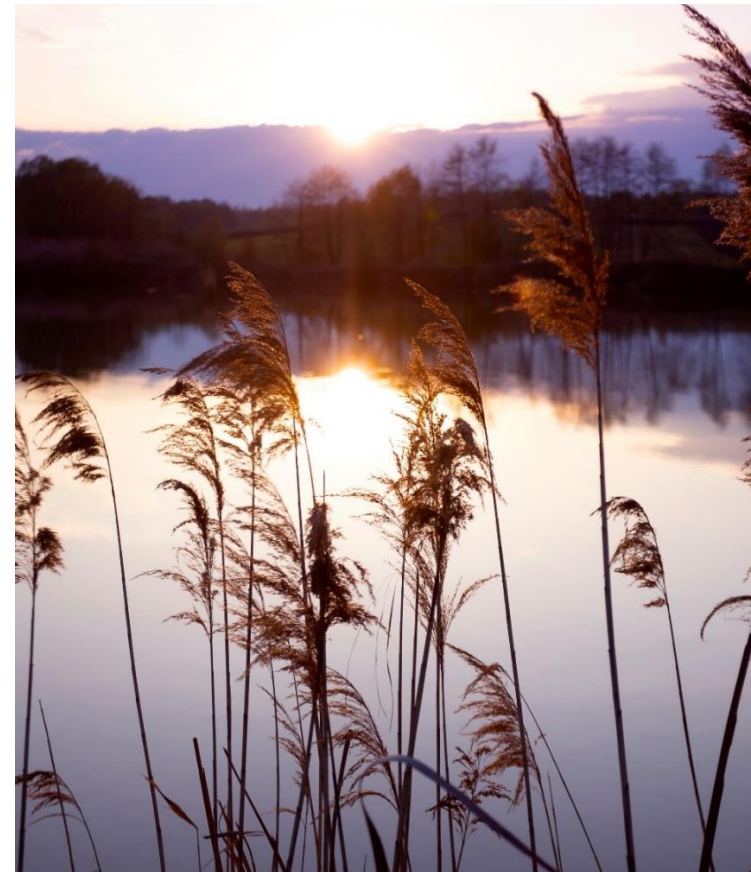
3.1.6 Action A6 – using natural flood management

Natural flood management also benefits wildlife by increasing the variety and variability of where animals and plants live. How these and other methods will be used is explained in **Part D North Somerset Natural Flood Management**

North Somerset Council will work with landowners to deliver natural flood management schemes.

3.1.7 Action A7 – scheme opportunities assessment

North Somerset Council will undertake a high-level assessment of what measures would reduce the impact of flooding to these communities. The review will look for intervention opportunities and determine how much they would cost to build. This will then be compared to how much funding could be applied for from central government. An explanation of how flood risk work is funded can be found in **Part C - A Guide to Flood Risk Funding.**



North Somerset Council

Report to the Executive

Date of Meeting: 08 February 2023

Subject of Report: Commissioning and procurement plan for the treatment of food waste.

Town or Parish: All

Officer/Member Presenting: Councillor Mike Solomon, Executive Member for Neighbourhoods and Community Services

Key Decision: Yes

Reason: The decision is over £500k and affects more than 2 wards

Recommendations

That the Executive approves the commissioning and procurement plan for the treatment of food waste.

1. Summary of Report

1.1 The Council has a statutory duty to collect and arrange for the receipt and disposal of household waste and other waste arising within North Somerset. The treatment of food waste is currently included within this arrangement.

1.2 In a wider piece of work supported by market experts Eunomia it is proposed that the existing waste contract arrangements for the haulage and disposal of certain waste streams be separated into smaller lots than the current contract. This is to maximise the opportunity for obtaining best value, and to enable the food waste procurement to commence early in order to secure the required contract. It is recommended that separate commissioning and procurement plans are taken forward for each element as follows:

1.2.1 Management of its Aisecombe Way Transfer Station (WTS) for residual waste and garden waste.

1.2.2 Haulage of its waste streams to their various treatment locations.

1.2.3 Treatment of food waste with the option to include haulage

1.2.4 Treatment of garden waste with the option to include haulage

1.2.5 Treatment of some residual waste on a "contingency" basis when NSC's main residual waste treatment facility is unavailable

1.3 This report addresses the third element above: the treatment of food waste, circa 7,500 tonnes per annum

1.4 The commissioning and procurement plan recommended in this report proposes that we procure the treatment of food waste earlier than the remaining procurement requirement owing to specific circumstances for this waste stream, including:

- future market capacity impacted by the requirement for additional Local Authorities procuring food waste next year due to new legislation and;
- an opportunity to achieve improved rates on the current prices and before the market sees an increased demand potentially leading to increased rates

2. Policy

2.1 This commissioning and procurement plan will support the council's wider ambitions for North Somerset to provide:

- Welcoming, safe and has clean neighbourhoods
- Professional, efficient, effective services
- Collaborate with partners to deliver the best outcomes
- Embrace new and emerging technologies
- Manage our resources and invest wisely

2.2 The plan is underpinned by:

- The [Recycling and waste strategy](#)

3. Details

Introduction

Current contract arrangement

3.1 North Somerset Council currently has a contract with Enovert Ltd for the delivery of the following services:

- Management of its Aisecombe Way Transfer Station (WTS) for residual waste and garden waste.
- Haulage of its waste streams to their various treatment locations.
- Treatment of:
 - Food waste, circa 7,500 tonnes per annum (Treatment is undertaken by Biogen at their Aisecombe Way facility, under subcontract to Enovert)
 - Garden waste, circa 16,000 tonnes per annum
 - Some residual waste on a "contingency" basis when NSC's main residual waste treatment facility is unavailable

3.2 This contract expires on 29th February 2024, with no further option for extensions.

3.3 In preparation for the waste disposal and transfer station contract expiry, NSC commissioned Eunomia Research & Consulting Ltd to undertake market research and a desktop financial and qualitative analysis in order to shape a commissioning strategy for these services, which aligns with the authority's strategic, financial and climate objectives. This commissioning and procurement plan has taken the findings of the Eunomia commission and used it to shape this commissioning and procurement plan in particular the route to market and evaluation criteria.

3.4 Regarding the remaining elements of the current contract arrangement, both garden waste and residual waste will be procured as separate commissions in 2023 with

potential collaboration opportunities with neighbouring authorities. In addition, the Council are in discussions with NSEC with regards the waste transfer station (WTS) and haulage. Following the evaluation of their proposal in early 2023, should the decision be made not to award the WTS and haulage to NSEC we will procure this on the open market later in 2023.

Treatment of food waste

3.5 Following the introduction of the Environment Act 2021 which introduces changes to waste collection so that food waste must be collected separately, and at least once a week. The expected deadline for Local Authorities to comply with this requirement has yet to be confirmed but is anticipated to be by 2025. It is understood that anaerobic digestion,¹ (AD) is already limited nationally and as more Local Authorities move into compliance, it is possible that the market will see a further reduction in AD capacity. In which case, costs (i.e., gate fees) to NSC could increase due to increased demand and reduced supply. Therefore, indicating that securing food waste treatment capacity as a separate lot, as soon as practicable and before the other elements of the current contract are procured is the appropriate approach to take.

3.6 In summary whilst this contract does not expire until March 2024, we are taking the opportunity to go to the market for the treatment of food waste earlier than needed to ensure we put ourselves in a strong position to capture market capacity and a competitive price

3.7 Following conversations with Enovert is not anticipated that TUPE will apply.

Requirement

3.8 This contract is for the receipt and treatment of food waste and will have the option to include haulage.

3.9 The Council operates a weekly food waste collection service to approximately 92,115 homes within the district via its standard kerbside sort collections. This service was first introduced in 2010 and is well established.

3.10 In 2019 the councils commercial waste service began a food recycling option to business customers and currently 50 local businesses including schools, restaurants and care homes, receive a regular collection of food waste via their commercial arrangement with the Council. The council is keen to explore innovative ways of capturing more food waste from businesses within the district in partnership with the contractor. In addition, during the last 3 years, a food waste recycling service has been rolled out to residential flats with varying degrees of success in capture rates, something we are also keen to address and make improvements on.

3.11 Therefore, with the increasing volume of food waste being collected, we require a contractor who is able to flexibly deal with the increased tonnages as we improve the collection rates and this will form part of our specification and quality assessment.

3.12 The anaerobic digestion process produces electricity and gas with the potential for this to be utilised by North Somerset Council. As such this will form part of our assessment of bids in terms of the scale and benefits of the opportunity.

¹ Anaerobic digestion – the decomposition of sewage or other organic waste material by anaerobic microorganisms, typically used as a means of waste disposal or energy production

3.13 Whilst conversations continue with regards the waste transfer station and haulage of the existing arrangement managed by Enover, we will be taking the opportunity with this procurement to add in an option for all tenderers to price up the haulage requirement which will then be considered as an option at the contract award stage following an evaluation process. This will enable us to ensure best value for the haulage element.

Contract structure and value

3.14 With the consideration of the current market and its increased interest in the treatment of food waste, it is anticipated that the value of this contract is likely to be around £100,000 per annum. This tender opportunity includes an option to provide haulage, the value of which is anticipated to be around £37,000 per annum. Therefore, the potential value of this contract is £1,918,000.

3.15 It is proposed that the initial term be 7 years with options to extend up to 7 years (12-month options).

3.16 The contract term will commence on 1 March 2024.

Lessons learned from previous projects

3.17 The team have met with colleagues at Bath & North East Somerset to discuss the recent food waste tender that they ran earlier this year. Their feedback on the process, the interest in the tender and the responses received has shaped the decisions made and captured within this paper.

3.18 In particular when Bath & North East Somerset went out to the market they did not include within their quality assessment the opportunities around the generation of energy, though when bids were received, half of the contractors offered some sort of benefit around the energy derived from the food waste. We will therefore prompt the bidders to consider what benefit they can offer to NSC and will evaluate as part of the quality assessment.

Market

3.19 Leading industry experts, Eunomia, were engaged in the project in preparation for the end of the food waste contract. The team undertook market research and a desktop financial qualitative analysis, this included testing the market appetite for this type of contract and any potential complications.

3.20 Together, the NSC Waste Team and Eunomia identified several suppliers that could deliver a contract of this size.

3.21 Four local businesses were contacted for informal market engagement and of those, three expressed their interest in the contract.

3.22 When discussing food waste treatment with the market, all suppliers stated that it would not impact their decision to bid if food waste treatment were separated from other services. Indeed, for some, a dedicated procurement of food waste is desirable. All suppliers stated that inclusion of haulage for the food waste was not a deal breaker but

would be useful to include as an option as this could deliver some efficiencies that could result in cost savings for the authority.

3.23 Following our market engagement, it is anticipated that we should receive around 5 submissions.

Route to market

3.24 It is proposed to run an open tender process (one stage evaluation) following the find a tender service (FTS) requirements. This decision is based on the research of the marketplace as outlined above, combined with our recent conversations with Bath and North East Somerset Council that ran this procurement in 2021.

Programme

Action	Timing
Market engagement	November 2022
Commissioning/procurement plan – Executive	February 2023
Formal FTS advert	February 2023
Tender advertised on the portal	February 2023
Tender closes	April 2023
Evaluation of tenders	May 2023
Contract award	June 2023
Contract commences	March 2024

Governance

3.25 This commissioning and procurement plan is subject to approval by Executive.

3.26 Following the procurement, the contract award report will require a director's decision with advice from S151 Officer and Head of Strategic Procurement.

Evaluation criteria

3.27 It is proposed that a **60/30/10** price/quality/SV evaluation criteria is used. The rationale for the criteria is based on the following factors:

1. A clear minimum standard for all elements of the service will be set out in the specification which will ensure suppliers understand the requirements of the contract.
2. A scoring threshold on the quality questions may be introduced. A tenderer who fails to meet the minimum required score for those questions will have their tender submission declined. This ensures that the winning tender meets the required minimum standard of quality whilst ensuring the competitive pricing of the contract.

Pre-qualification stage

3.28 There are a number of pass/fail requirements as part of the pre-qualification assessment, Selection Questionnaire (SQ). These include:

- Financial Viability
- Health & Safety
- Equalities & Diversity
- Insurances
- References from similar contracts

3.29 All suppliers that pass the initial pre-qualification checks will have their remaining tender evaluated for both their price and their qualitative assessment.

Pricing and qualitative evaluation

Pricing evaluation – 60%

3.30 For evaluating the overall price from each supplier, it is proposed to use the standard cost evaluation method, which is widely used within the Council.

3.31 The tender with the lowest total price will receive the maximum score of 100 (weighted at 60%) and the prices of all other tenders will be expressed as a percentage of the maximum score.

Pricing schedule

3.32 There will be two elements to the pricing schedule:

1. The treatment of food waste which will be evaluated based on a price per tonne. Prices will be requested based on several tonnage ranges to allow for variable rates (an estimate on tonnages will be provided in the specification and used to calculate an annual cost).
2. The option around haulage will be evaluated based on a cost per haul (average weekly hauls will be detailed within the specification and used to calculate an annual cost).

N.B due to the option around haulage, the invitation to tender documents will clearly indicate the two criteria for evaluation. i.e. the evaluation of the bids in terms of the quality assessment and the pricing assessment, with and without haulage included.

Quality assessment – 30%

3.33 The areas that will form part of the quality evaluation include:

- Part one – delivery of the service including treatment process, compliance with regulations, business continuity, capability, and capacity to deal with fluctuating volume, the output materials and how they might be reused/sold.
- Part two – operations and management including transport and haulage plan, specification of haulage assets and maintenance plan, management of incoming deliveries, measurement and turnaround targets.
- Part three – monitoring and added value including customer care and communication, carbon management, energy generation and opportunities for NSC, environmental control.

Social value evaluation – 10%

3.34 In accordance with the Council's social value policy, 10% of the overall weighting will be for bidders to propose their tangible social value commitments.

3.35 During the tender process, bidders will be asked to enter their social value commitments on the social value portal. The social value portal utilises the national themes, outcomes and measures (TOMs) to calculate social value contributions, which enables NSC to gain a greater understanding of the value of bidders' commitments and to evaluate social value tender responses quantitatively as well as qualitatively.

3.36 For the food waste treatment procurement, the project team are proposing to use social value portal to undertake both the evaluation of the social value responses and ongoing contract management of the social value commitments provided by the appointed supplier. This service will cost 0.20% of the contract value and will be paid by the winning bidder direct to the social value portal.

Evaluation panel

3.37 The evaluation panel will consist of:

- Head of Environment and Safer Communities
- Project Manager
- Systems & Compliance Manager
- Waste & Cleansing Contracts Manager
- Waste Minimisation Team Leader

3.38 With regards the pre-qualification sections of the SQ, whilst Procurement will take the lead, advice will be sought from the following officers:

- Health & Safety Manager
- Financial Audit February
- E & D Manager
- Climate Emergency Project Manager

3.39 The evaluation moderation session will be facilitated by the Strategic Procurement Lead Officer.

Contract management

3.40 Once the contract is in place, the contract will be managed by the Head of Environment and Safer Communities and the waste team. Regular meetings will be held with the winning provider to ensure compliance with the contract, the specification and the KPIs.

3.41 A contract management plan will be created following award by the Strategic Procurement Lead Officer and passed over the contract manager to use during the term of the contract as a live document. This will include a summary of the social value, quarterly performance reviews will be held between procurement and the contract lead and fed back to Place Directorate quarterly DLT.

4. Consultation

Stakeholder	Consultation
Enovert	Briefing with current contract suppliers with regards the contract ending 29 February 2024. Timescales shared for future contract tender
Local market suppliers	Soft market testing through Eunomia consultation Further engagement by Project team with 4 suppliers to gauge interest Timescales shared for future contract tender
Exec Member/ Climate Exec Member	Monthly briefings on project progress and discussion of risk register As required for the Exec Member for Climate Emergency & Engagement
Place Scrutiny	Overview of project and key drivers
Waste board/ NSEC	Monthly briefings on project progress and discussion of risk register

5. Financial Implications

Costs

It is anticipated that the contract will cost c£100k for the treatment of food waste and c£37k for haulage (if the option is included).

Funding

The costs will be funded by the existing revenue budget. The total budget is £2m for all elements of the existing contract.

6. Legal Powers and Implications

6.1 Section 57 of the Environment Act 2021 amends section 45A of the Environmental Protection Act 1990 to include a new requirement on Waste Collection Authorities (WCAs) to collect food waste from households on a weekly basis. Commencement regulations will bring this requirement into force in due course.

6.2 The procurement process will follow legislation as laid down by the PCR 2015.

7. Climate Change and Environmental Implications

7.1 A Climate Emergency Risk Assessment has been produced to identify any environmental risks or opportunities. The outcome of this was that both the specification and quality section have been developed to reflect the requirement for minimal environmental impact of this procurement. Suppliers will be asked how they intend to mitigate any considered negative environmental impacts from this contract and how they will enable positive environmental impacts throughout the term of the contract. This will be evaluated as part of the quality assessment.

7.2 The risk assessment has evidenced that it is considered that this contract enables positive impacts, including:

- some suppliers using the liquid created by the treatment of the food waste and recycling it back into the process rather than using water

- the bi product following the treatment of the food waste is provided back into the agricultural sector as a soil conditioner, a natural fertiliser, minimising the reliance on chemical and other fertilisers
- the creation of energy buy back 'power purchase agreement'

7.3 A Social Value question worth 10% will form part of the evaluation criteria. Suppliers will be encouraged to provide social value commitments relating to the outcome of reducing negative and promoting positive environmental impacts.

7.4 The contract will be overseen by the Head of Environment & Safer Communities and his team, who will ensure adherence with the specification, including carbon management, sustainability, and mitigation of environment impacts. Social Value Portal will monitor the supplier's progress on their Social Value commitments.

8. Risk Management

Description	Impact	Mitigation
Lack of market appetite for the opportunity	Limited or no tender returns	Pre-procurement market engagement carried out by both Eunomia and NSC Project team
Risk that other LA are also considering their options which impact the number of bids received and the price.	Limited tender returns and Higher priced bids than expected	Procuring our need earlier to capture the market capacity and price before the rush from other LA to meet the Environment Act 2021.
Risk of our own tonnages increasing (increased collections from flats/businesses)	Contractor unable to deal with our capacity	Mitigated by an estimate of annual tonnage with the specification and an updated estimate of tonnages provided to the contractor at the beginning of each year of the contract term.
Risk of capacity (dealing with tonnages) later in the term of the contract as more LA require treatment of food waste	Contractor unable to deal with our capacity	This will be evaluated as part of the Quality Assessment in terms of their capability and capacity and managed as part of the Contract Management
Contractor is unable to provide as much energy back as expected due to energy market changes	Less cost saving opportunity	Managed as part of the ongoing Contract Management

9. Equality Implications

A stage 1 EIA has been completed.

10. Corporate Implications

N/A

11. Options Considered

Options considered include:

1. Procure the contract in its current form, i.e., the WTS, haulage, treatment of food waste, garden waste and residual waste as one opportunity.

As detailed within this report and from our market engagement, the consideration around the NSEC opportunity and the need to go out to the market sooner with the treatment of food waste has led us to the conclusion that this is no longer offers best value for money for the Council.

2. To procure all the requirements of the waste disposal and transfer station contract at the same time.

As previously described, with the opportunity to receive a proposal from NSEC, the need to go to market sooner for the treatment of food waste and the collaborative opportunities with other Local Authorities for garden and residual waste, this is also not considered the best value for money option for the Council.

3. To break down the current waste disposal and transfer station contract and take advantage of the different opportunities available to us, including:

- Waste transfer station and haulage – opportunity to receive a proposal from NSEC
- Treatment of food waste – opportunity to go to the market sooner to avoid the impact of the Environmental Act 2021 requirements
- Garden and residual Waste – opportunities to collaborate with neighbouring authorities

Option 3 is recommended as the best value for money opportunity for the Council.

Author:

Nicola Scribens
Interim Deputy Head Strategic Procurement

Colin Russell
Head of Environment and Safer Communities

Natasha Hardy
Project Manager Business Development

Appendices:

Climate Risk Assessment

Background Papers:

Waste Strategy 2021 – 2030
Eunomia Report

North Somerset Council

Report to the Executive

Date of Meeting: 08 February 2023

Subject of Report: Commissioning and Contract for operation of the waste transfer station and optional outward haulage

Town or Parish: All

Officer/Member Presenting: Councillor Mike Solomon, Executive Member for Neighbourhoods and Community Services

Key Decision: Yes

Reason: The decision is over £500K and affects more than 2 wards

Recommendations

- To delegate to the Executive Member for Neighbourhoods and Communities, the authority to award the waste transfer station and haulage contract to NSEC (North Somerset Council's wholly owned arm's length company) via the Teckal exemption, providing their business case provides a best service delivery option for the council and is costed within the budget envelope listed in exempt item section 5 "Financial" in its entirety.
- Should the NSEC business case not provide the best service delivery option for the council and/or falls outside of the budget envelope listed in exempt item – section 5 "Financial" in its entirety, power is delegated to the Executive Member for Neighbourhoods and Community Services to approve the commissioning and procurement plan for this contract.[Click here to enter Recommendation]

1. Summary of Report

- 1.1 The Council has a statutory duty to collect and arrange for the receipt and disposal of household waste and other waste arising within North Somerset. The operation of the waste transfer station and outward haulage to treatment/ disposal sites is currently included within this arrangement.
- 1.2 In a wider piece of work supported by market experts Eunomia, it is proposed that the current waste disposal and operation of the transfer station contract arrangement be broken up, with the operations of the waste transfer station and outward haulage being grouped as one distinct element.
- 1.3 The below diagram shows the current contract arrangements. Contracts due to end and included in this piece of work are highlighted in GREY.

	Food waste	Residual waste – kerbside		Residual waste – HWRC's	Garden waste
Collection location for haulage	Winterstoke Road (site owned by NSC) Operating contractor: NSEC	Aisecombe Way (site owned by NSC) Operating contractor: Enovert Ending: 29/2/2024		Aisecombe Way (site owned by NSC) Operating contractor: Enovert Ending: 29/2/2024	Aisecombe Way (site owned by NSC) Operating contractor: Enovert Ending: 29/2/2024
Haulier contractor	NSEC Ending: option to include	Enovert Ending: 29/2/2024		Enovert Ending: 29/2/2024	Enovert Ending: 29/2/2024
End disposal contractor/ location	Aisecombe Way (site owned by Biogen) Contractor: Biogen Ending: 29/2/2024	Avon-mouth Contract or: Viridor (WoE) Ending: 2030 (+10)	Gloucestershire Contract or: Enovert Ending: 2024	Ashton Gate, Bristol Contractor: ETM (WoE) Ending: 2030 (+10)	Gloucestershire Contractor: Enovert Ending: 29/2/2024

- /
- 1.4 This report proposes that should the comprehensive business plan and pricing schedule provided by NSEC offer (in no particular order):
- Best value for money
 - Maximises benefits to the Council
 - Best quality submission
 - Alignment with the Council's strategic, financial and climate objectives

The contract will be direct awarded to them using the Teckal exemption.

NSEC was formed by NSC in 2020, principally to deliver the authority's household waste and recycling collection service and manage NSC's three Household Waste and Recycling Centres (HWCS). However, the company also has objectives to expand the business, including through delivery of additional services to NSC (subject to best value).

NSEC already operates a dry recycling and food waste transfer station at Winterstoke Road, and therefore they have demonstrable experience of successfully running similar (and arguably more complex) waste sorting, transfer station and haulage operations. Therefore, there would be minimal operational risk in NSEC running the Aisecombe Way Waste Transfer Station (WTS).

The results of market engagement also indicates that there are significant advantages to procuring the WTS and haulage contracts together. This would be so that the WTS operator can have greater control over key issues such as access, scheduling, safety and outflows, in order to facilitate smooth running of the WTS

If NSC's depot development strategy progresses and NSEC's Winterstoke Road operation is moved to Aisecombe Way, then there are significant advantages in all transfer operations being managed by the same operator at the same site. These include, but are not limited to:

- **Operational efficiency:** With all transfer station and HWRC operations being managed by one contractor, supervision can be easily shared, and a greater pool of staff can be called upon to cover sickness and holiday alongside any late running or weekend opening required at certain time of the year.
- **Consistent and joined up approach to health and safety:** Transfer stations are inherently extremely dangerous places to work due to the number of vehicle movements in, out and around the site. With one operator in place traffic management plans are more cohesive, training is more consistent, and any breaches of the site management plans can be more easily dealt with.

1.5 The time period within which the decision to either approve the award of the contract to NSEC or approve the procurement and commissioning plan for going to the market with the procurement falls within the pre-election period when there are no executive meetings. This forms the basis for the request for the delegation of the decision to the Executive Member. The decisions will be on the forward plan and be published to ensure transparency. It is essential that the decision is taken within this timescale in order to optimise the mobilisation period required for this contract, and in particular, allow for the purchase the necessary vehicles, plant and equipment required to run a smooth and cost-effective operation. Continued engagement with the Executive and Place Scrutiny Panel will be undertaken to share the evaluation of the NSEC business plan.

2. Policy

2.1 The exploration to contract this work to the Council's wholly owned arm's length company, NSEC, via the Teckal exemption will support the council's wider ambitions for North Somerset to provide:

- Welcoming, safe and has clean neighbourhoods
- Professional, efficient, effective services
- Collaborate with partners to deliver the best outcomes
- Embrace new and emerging technologies
- Manage our resources and investing wisely

2.2 The plan is underpinned by:

- The [Recycling and waste strategy 2021-2030](#)

3. Details

Current contract arrangement

3.1 North Somerset Council currently has a contract with Enovert Ltd for the delivery of the following services:

- Management of the North Somerset owned Aisecombe Way Transfer Station (WTS) for the receipt and onward transport of various waste streams including residual waste from kerbside collections, that deposited at our three recycling centres, garden waste and street cleansing waste.
- Haulage of the waste streams to various treatment and end destination locations.
- Treatment of:
 - Food waste, circa 7,500 tonnes per annum (treatment is undertaken by Biogen at their Aisecombe Way facility, under subcontract to Enovert)
 - Garden waste, circa 16,000 tonnes per annum

- Some residual waste which does not meet the acceptance criteria of the Viridor Energy from Waste (EfW) plant at Avonmouth and requires an alternative outlet such as landfill. This contract expires on 29 February 2024, with no further option for extensions.
- 3.2 In preparation for the waste disposal and transfer station contract expiry, the council commissioned Eunomia Research & Consulting Ltd to undertake market research and provide a desktop financial and qualitative analysis in order to shape a commissioning strategy for these service functions, which aligns with the authority's strategic, financial and climate objectives.
- 3.3 This report recommendation has taken the findings of the Eunomia report and supported by the NSC Waste Team, enabled NSC officers to enter into discussions with NSEC with regards the waste transfer station (WTS) and haulage elements of the contract and for NSEC to prepare their business case to provide these services within the financial envelope. Following the evaluation of their proposal in early 2023, should the decision be made not to award the WTS and Haulage to NSEC we will commence procurement these services on the open market during late Spring 2023.

4. Consultation

4.1 External

- Eunomia, market specialists in the waste and recycling industry
Contracted by the NSC Waste Team to conduct market engagement and desktop analysis on: contract grouping options and to cost the operation of the waste transfer station
- Enovert (existing service provider)
Formal and informal discussions around the upcoming end of contract arrangements, tender exercise and groupings for the tender of contract elements
- North Somerset Environment Company (NSEC)
Engagement with senior officers, NSEC board and shareholder to scope their appetite for the inclusion of this contract into the company's portfolio. Further engagement by Head of Waste Services, sharing of service delivery information to inform business case and discussions.

4.2 Internal

- Executive Member for Neighbourhoods and Community Services
Engaged from the start of this project to identify key drivers and links to other council wide initiatives, further updates on progress at key milestones, including consultation on the approach for this particular contract element for the delivery of the waste transfer station operations and haulage
- Executive Member for Climate Emergency
Initial engagement at the beginning of the project to identify key drivers from the council's climate objectives. Further updates shared ad hoc at key milestones
- CLT/ Informal Executive
Briefing on report recommendations - 12 January 2023
- Place Scrutiny
Engagement with the scrutiny panel on two occasions since the project began, to give updates on key milestones
- Waste Board (advisory board)
Monthly briefings on the projects progress and overview of the risk register. The board includes: Assistant Director of Neighbourhoods and Transport, Place

5. Financial Implications

This part of the report is not for publication by virtue of paragraph 3 of schedule 12A of the Local Government Act 1972.

The financial implications are detailed in appendix 1.

6. Legal Powers and Implications

6.1 Statutory duty

The Council has a statutory duty to collect and arrange for the receipt and disposal of household waste and other waste arising within North Somerset.

6.2 Teckal exemption

The Teckal exemption allows the council to direct contract award to NSEC without a procurement process, subject to it being proven best value

7. Climate Change and Environmental Implications

A Climate Emergency Risk Assessment will be produced to identify any environmental risks or opportunities. This outcome will be outlined in the Contract Award decision notice.

8. Risk Management

Description	Impact	Mitigation
Risk NSEC's business case does not prove best value for money	Requirement to go out to tender, impact on contract mobilisation period especially for haulage	Clear communication with NSEC on contract objectives Workshops with client/ NSEC to discuss any queries ahead of submission
Risk of impact to mobilisation period for NSEC if contract award goes to June 2023 Executive	Known delays on supply chain for vehicle orders. This could impact reliability, efficiency and cost effectiveness of the service as interim measures would need to be initiated	Delegation of powers to Executive Member to award the contract, so this can be done prior to the June 2023 Executive
Risk if necessary to go out market – no interest from contractors	Limited or no tender returns	Pre-procurement market engagement carried out by Eunomia and Project Team and a satisfactory level of interest from the market was demonstrated
Risk if necessary to go out to market – mobilisation period between contract award and contract start date are insufficient	Known delays on supply chain for vehicle orders. This could impact reliability, efficiency and cost effectiveness of the service	Delegation of powers to Executive Member to award the contract, rather than wait for the June 2023 Executive

	as interim measures would need to be initiated	
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9. Equality Implications

An Equality Impact Assessment has been undertaken.

10. Corporate Implications

N/A

11. Options Considered

- a) Extend the current contract arrangements with Enovert
Contract extension has already been used, no option to extend available
- b) Go out to full market tender
Research by Eunomia and our own assessment suggested using our teckal owned company, NSEC, to deliver this function would achieve the best outcomes for the council. NSEC was set-up with the intention of using the teckal exemption to award complimentary contracts to their portfolio, where proven best for the council's service delivery needs.
- c) Do nothing
The Council has a statutory duty to collect and arrange for the receipt and disposal of household waste and other waste arising within North Somerset
- d) Evaluate a detailed business plan and pricing schedule from NSEC – if proven best value, direct contract award, if not go out to tender
To mitigate timing impacts due to the elections in April/May 2023 it is necessary to delegate powers to the Executive Member. This will be supported by further engagement with the informal Executive once the NSEC business case has been received and evaluated by the waste board members and they have a recommendation. If the business case is insufficient, the contract will go out to tender, ensuring the maximum mobilisation period available.

The Eunomia report along with the Waste Project team, with support from the Waste Board, recommend option 4 as the best way forward to mitigate any risks to the service delivery and offer the best outcome for the council.

Author:

Gemma Dando, Assistant Director of Neighbourhoods and Transport

Appendices:

- Exempt item from section 3

Background Papers:

- Waste Transfer Station, haulage and disposal commissioning by Eunomia, September 2022

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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