

**Democratic Services**

Riverside, Temple Street, Keynsham, Bristol BS31 1LA

Telephone: (01225) 477000 *main switchboard*

Direct Lines - Tel: 01225 394452 Fax: 01225 394439

Web-site - <http://www.bathnes.gov.uk>

Date: 20<sup>th</sup> November 2013

E-mail: [Democratic\\_Services@bathnes.gov.uk](mailto:Democratic_Services@bathnes.gov.uk)

**To: All Members of the Economic and Community Development Policy  
Development and Scrutiny Panel**

Councillor Robin Moss  
Councillor Cherry Beath  
Councillor Patrick Anketell-Jones  
Councillor Brian Simmons  
Councillor Andrew Furse  
Councillor Geoff Ward  
Councillor Dave Laming  
Councillor David Martin

Chief Executive and other appropriate officers  
Press and Public

Dear Member

**Economic and Community Development Policy Development and Scrutiny Panel:  
Thursday, 28th November, 2013**

You are invited to attend a meeting of the **Economic and Community Development Policy Development and Scrutiny Panel**, to be held on **Thursday, 28th November, 2013 at 1.00 pm** in the **Kaposvar Room - Guildhall, Bath**.

The agenda is set out overleaf.

Yours sincerely

Jack Latkovic  
for Chief Executive

**If you need to access this agenda or any of the supporting reports in an alternative accessible format please contact Democratic Services or the relevant report author whose details are listed at the end of each report.**

*This Agenda and all accompanying reports are printed on recycled paper*

## NOTES:

- 1. Inspection of Papers:** Any person wishing to inspect minutes, reports, or a list of the background papers relating to any item on this Agenda should contact Jack Latkovic who is available by telephoning Bath 01225 394452 or by calling at the Riverside Offices Keynsham (during normal office hours).
- 2. Public Speaking at Meetings:** The Council has a scheme to encourage the public to make their views known at meetings. They may make a statement relevant to what the meeting has power to do. They may also present a petition or a deputation on behalf of a group. Advance notice is required not less than two full working days before the meeting (this means that for meetings held on Wednesdays notice must be received in Democratic Services by 4.30pm the previous Friday)

The public may also ask a question to which a written answer will be given. Questions must be submitted in writing to Democratic Services at least two full working days in advance of the meeting (this means that for meetings held on Wednesdays, notice must be received in Democratic Services by 4.30pm the previous Friday). If an answer cannot be prepared in time for the meeting it will be sent out within five days afterwards. Further details of the scheme can be obtained by contacting Jack Latkovic as above.

- 3. Details of Decisions taken at this meeting** can be found in the minutes which will be published as soon as possible after the meeting, and also circulated with the agenda for the next meeting. In the meantime details can be obtained by contacting Jack Latkovic as above.

Appendices to reports are available for inspection as follows:-

**Public Access points** - Riverside - Keynsham, Guildhall - Bath, Hollies - Midsomer Norton, and Bath Central, Keynsham and Midsomer Norton public libraries.

**For Councillors and Officers** papers may be inspected via Political Group Research Assistants and Group Rooms/Members' Rooms.

- 4. Attendance Register:** Members should sign the Register which will be circulated at the meeting.
- 5. THE APPENDED SUPPORTING DOCUMENTS ARE IDENTIFIED BY AGENDA ITEM NUMBER.**
- 6. Emergency Evacuation Procedure**

When the continuous alarm sounds, you must evacuate the building by one of the designated exits and proceed to the named assembly point. The designated exits are sign-posted.

Arrangements are in place for the safe evacuation of disabled people.

**Economic and Community Development Policy Development and Scrutiny Panel -  
Thursday, 28th November, 2013**

**at 1.00 pm in the Kaposvar Room - Guildhall, Bath**

**A G E N D A**

1. WELCOME AND INTRODUCTIONS

2. EMERGENCY EVACUATION PROCEDURE

The Chair will draw attention to the emergency evacuation procedure as set out under Note 6.

3. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

4. DECLARATIONS OF INTEREST

At this point in the meeting declarations of interest are received from Members in any of the agenda items under consideration at the meeting. Members are asked to indicate:

(a) The agenda item number in which they have an interest to declare.

(b) The nature of their interest.

(c) Whether their interest is **a disclosable pecuniary interest** or an **other interest**,  
(as defined in Part 2, A and B of the Code of Conduct and Rules for Registration of Interests)

Any Member who needs to clarify any matters relating to the declaration of interests is recommended to seek advice from the Council's Monitoring Officer before the meeting to expedite dealing with the item during the meeting.

5. TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

6. ITEMS FROM THE PUBLIC OR COUNCILLORS - TO RECEIVE DEPUTATIONS, STATEMENTS, PETITIONS OR QUESTIONS RELATING TO THE BUSINESS OF THIS MEETING

At the time of publication no notifications had been received.

7. MINUTES (Pages 7 - 18)

8. CABINET MEMBER UPDATE (10 MINUTES)

The Cabinet Member will update the panel on any relevant issues. Panel members may ask questions.

9. COMMUNITY SAFETY PLAN: BRITISH TRANSPORT POLICE (30 MINUTES) (Pages 19 - 22)

The report invites the Panel to hear from British Transport Police (BTP) on the work they do in protecting the public and staff on our trains and rail stations.

The Panel will receive a presentation on our local BTP Neighbourhood Policing Team based in Bath Spa rail station and, hear about how they reduced an overall 43% reduction in reported crime and anti-social behaviour since 2009 for Bath and North East Somerset.

The Panel will be invited to an open question and answer session at the end of the presentation.

The Panel are asked:

1. To note the Community Safety Partnership work with BTP, First Great Western and Network Rail and to raise questions in relation to the reduction of crime and anti-social behaviour for Bath and North East Somerset.
2. To note future challenges on our local rail stations, to include Keynsham and Oldfield Park.
3. To assist with future BTP community safety campaigns and identify where further support can be generated by the council and other agencies.
4. To make any recommendations to Cabinet or Responsible Authorities Group.

10. LEISURE STRATEGY UPDATE (45 MINUTES) (Pages 23 - 26)

The Council requires a Leisure Strategy to determine its investment and service delivery options for the next 25 years.

A key function of the leisure strategy is to form the basis for a procurement process for a new leisure contract.

The Panel are asked to consider a presentation on the direction of travel of the strategy.

11. DRAFT MEDIUM TERM PLAN (PLACE) UPDATE (Pages 27 - 46)

The draft Place Medium Term Service & Resource Plan (MTSRP) update is presented for consideration by the Panel:

- (1) To ensure all members of the Panel are aware of the context for Service Action

Planning and budget setting.

- (2) To enable comment on the progress being made on this 3 year plan.
- (3) To enable issues to be referred to the relevant Portfolio.

The Panel is asked to:

- 1. Comment on the update to the 3 year medium term plan for Place, focusing on matters affecting 2014/15, and note that will be the second year of the plan.
- 2. Identify any issues requiring further consideration and highlighting as part of the budget process for 2014/15.
- 3. Identify any issues arising from the draft plan it wishes to refer to the relevant portfolio holder for further consideration.

## 12. WORKPLAN (Pages 47 - 52)

This report presents the latest workplan for the Panel.

The Committee Administrator for this meeting is Jack Latkovic who can be contacted on 01225 394452.

This page is intentionally left blank

**BATH AND NORTH EAST SOMERSET**

**ECONOMIC AND COMMUNITY DEVELOPMENT POLICY DEVELOPMENT AND SCRUTINY PANEL**

Thursday, 26th September, 2013

**Present:-** Councillors Robin Moss (Chair), Cherry Beath (Vice-Chair), Patrick Anketell-Jones, Brian Simmons, Andrew Furse, Dave Laming, David Martin and Les Kew (substitute for Geoff Ward)

**25 WELCOME AND INTRODUCTIONS**

The Chairman welcomed everyone to the meeting.

**26 EMERGENCY EVACUATION PROCEDURE**

The Democratic Services Officer drew attention to the emergency evacuation procedure.

**27 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

Councillor Geoff Ward had sent his apology to the Panel. Councillor Les Kew was substitute for Councillor Ward.

**28 DECLARATIONS OF INTEREST**

Councillor Cherry Beath declared an 'other' interest in agenda 11 as she is a Member of the Cultural Forum Board.

**29 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN**

There was none.

**30 ITEMS FROM THE PUBLIC OR COUNCILLORS - TO RECEIVE DEPUTATIONS, STATEMENTS, PETITIONS OR QUESTIONS RELATING TO THE BUSINESS OF THIS MEETING**

There were none.

**31 MINUTES**

The Panel confirmed the minutes of the previous meeting as a true record and they were duly signed by the Chairman.

The Panel commented that there were few recommendations made at the last meeting in respect of the Police and Crime Commissioner (PCC) report and asked if these recommendations had been submitted to the PCC office.

The Democratic Service Officer responded that all recommendations, including the debate, had been included in the minutes and circulated to all recipients, including the PCC, when they were published.

The Panel requested that the Democratic Services Officer check with the PCC office what had happened with the recommendations made by the Panel, in particular 6<sup>th</sup> recommendation – ‘ To invite Sue Mountstevens to visit night-time economy hotspots in Bath and in North East Somerset’.

## **32 CABINET MEMBER UPDATE**

The Chairman invited Councillor Ben Stevens (Cabinet Member for Sustainable Development) to give an update to the Panel (attached to these minutes).

The Panel made the following points:

Councillor Andrew Furse asked about the Guild co-working hub and asked what the take-up is in number of clients and whether it is working as expected.

Councillor Stevens replied that the initial expression of interest massively outperformed anything that was predicted. It is still too early to report if it is working as expected considering that formal opening was only last night (25<sup>th</sup> September).

Councillor Furse added he would like for the Panel to monitor this project as it is quite exciting project

Councillor Cherry Beath added that the Guild Hub was instigated by her and backed by the Cabinet during her time as Cabinet Member and she was quite pleased with the progress in these early days. The project had drawn a lot of interest and support from the creative and digital sectors.

Councillor David Martin commented that one of his residents took the opportunity to be in the hub and that they were very enthusiastic with the whole idea – the prospect to work with other people from similar industries and the support available from the facility. Councillor Martin welcomed this initiative from the Council.

Councillor Dave Laming congratulated Councillor Stevens on working closely alongside the River Regeneration Trust. Councillor Laming suggested that the Panel, with the Cabinet Member, could look at the rugby ground proposals which will have some impact on the river.

Councillor Patrick Anketell-Jones asked if looking at options for improving the conditions in which our nationally important archive collections are kept and accessed by the public is for archive kept in the Guildhall.



Councillor Stevens replied he was working with the Bath Abbey and universities to see if they want to combine with the Council, and/or to share best practice, rather than proposing to move our archives away from the city centre.

The Chairman said that he is a Member of the Radstock and Westfield Economic Partnership. The Chairman asked if the trading profit forecast of £758k above the annual target level forecast in the Heritage Services Business Plan is in comparison to last year or if this is a target that was looking over the last 5 years as an average.

Councillor Stevens replied that the target is based on the average was based on previous years not just the previous year. It is a record year not a record rise; there have been more visitors than ever before.

The Chairman asked about the Tourism Levy.

Councillor Stevens replied that he would hope that a report on Tourism Levy will be ready after April 2014. There will be a need for very close working with partners, like Bath Tourism Plus, to make sure that this is deliverable.

Councillor Furse asked if the report on Tourism Levy could include options that were dismissed along with the options that were approved.

It was **RESOLVED** to note the update.

### **33 COMMUNITY SAFETY - CONNECTING FAMILIES UPDATE (30 MINUTES)**

The Chairman invited Paula Bromley (Connecting Families Manager) to give the presentation to the Panel.

Paula Bromley gave the presentation as included in the report.

Members of the Panel felt that the map showing Connecting Families by Ward should be more specific. Each Ward in Bath and North East Somerset has community pockets where there are more troubled families than in the other areas of Ward. Members of the Panel also commented that this is long term project and it needs to be seen if 16 families who claimed Payment by Results (PbR) will be the same families next year or there will be more families on top of these 16.

Paula Bromley replied that she will circulate a list of troubled families by Ward.

Paula Bromley also said she is working on having more families in terms of the support. The next big project is to create a proper sustainable strategy in terms of the troubled families.

Paula Bromley mentioned, as one of the positives, that Sainsburys has taken one young person from the programme that had no education since they were 14 years old (now they are 16-17 years old) for a 4 week trial.

Members of the Panel asked what is the current process to identify the abuse towards children and how the project works with river dwellers/travellers.

Paula Bromley said that the Council has really good and strong safeguarding policies in place. The Connecting Families team works really closely with the colleagues from safeguarding teams (children and adults). The officers working with troubled families will report straight away if there is any abuse towards children in those families.

Paula Bromley also said that it is not that easy to engage with river dwellers/travellers, considering that they do not have permanent site where they live and invited the Panel to offer any suggestion, or advice, on how to get in touch with those people.

Members of the Panel asked about the use of volunteers for helping with troubled families.

Paula Bromley replied that she would be interested to use volunteers in her team at some point, though not at the present time. Some of the workers are in the potential works and there are quite strict policies in place when working on site with these families. It would be very difficult to put volunteer to work with high dependency family, where there are drug, alcohol or other similar issues.

Paula Bromley added that she was invited to speak at one multi-faith event which will be good opportunity of partnership working with other organisations on this matter.

Members of the Panel asked if there is any resistance from the troubled families to enter this project.

Paula Bromley responded the team approached these families and there are 35 families who signed up. Members of the staff that work in the team are persistent and they will go back and knock or put notes in the door. Though, everything is done by the book. This is voluntary and people don't have to do it if they don't want to.

Members of the Panel asked if the team began to understand the reasons why these families are troubled and how the team manage to get children from these families back to education.

Paula Bromley replied that the team is fortunate to work with the West of England University and looking at the research project. Paula Bromley said that she is really keen to find out triggers what makes families troubled. At the moment, what the team can see is that mental health problems encourage that behaviour.

Paula Bromley also said that it is too early to talk about the education now. It will take time because there is a lot to analyse. More data will be available in 6 months' time.

The Chairman summarised the debate by saying that these is not new modern phenomenon. Troubled families were present for centuries because this is an issue of social problem. The Chairman also said that he is slightly concerned that the exit

strategy was mentioned already as these are generational issues. It is useful to hear that there is a possibility of research that can look back in five or ten years' time with answers on whether this project worked.

The Chairman asked for a further update on Connecting Families for one of the future meetings of the Panel which should include answers on these questions/queries amongst the other information in the report:

- Are there any sanctions if people don't take part?
- Family consent or active participation?
- Are we talking about extended families?
- More details on what Payment by Result means
- More details about child care and protection

It was **RESOLVED** to note the report and presentation and to receive a further update at one of the future meetings of the Panel.

#### **34 BATH AND NORTH EAST SOMERSET DIGITAL PROGRAMME (20 MINUTES)**

The Chairman invited David Wales (Principal EEB Development Officer) to give a presentation.

David Wales gave the presentation where he highlighted the following points:

- Digital Drivers and Objectives
- Digital Objectives
- Digital Initiatives Framework
- Proposed Initiatives Overview
- Implementations Priorities

A full copy of the presentation is attached to these minutes.

The Panel made the following points:

Members of the Panel welcomed the future outlook on the digital initiative though they wanted to know how fibre-optic broadband will assist businesses in terms of retention and growth.

David Wales responded that it all depends on what the specific business need though broadband bandwidth and location are becoming more and more important part of the decision to retain and/or grow business in the area.

The Vice Chair asked what is happening with the spots in Bath which have poor infrastructure (with that poor broadband speed, etc.) and as such they are not popular venues/spots for businesses.

David Wales responded that there are some spots in Bath which still have older telephone exchanges, which means that broadband speed is not great due to use of

older technology, number of connections, distance from exchange, etc. The Council is working with the British Telecom to resolve these issues. The other approach is to use other technologies available, such as mobile broadband (3G, 4G) and also Wi-Fi technology.

Members of the Panel welcomed this information though they felt that the improvements should take place as soon as possible.

Members of the Panel asked what would be Council's role in this programme.

David Wales responded that Council would have a role of enabler, which means would enable the infrastructure for British Telecom.

Members of the Panel asked if the Council is having a power to influence inclusion of broadband infrastructure into new property developments.

David Wales responded that the Council will be looking into influencing planning framework.

It was **RESOLVED** to note the presentation and to receive a further update in near future.

## 35 S

The Chairman invited David Trigwell (Divisional Director for Planning and Transport) to give a verbal update on the current position regarding the Arts Strategy.

David Trigwell said that he is having, on interim basis, additional responsibilities to oversee Tourism, Leisure and Culture services. The Arts Strategy was scheduled to appear before the Panel but it became apparent that Arts Strategy should be looked together with other strategies in the Council. The strategy landscape in the Council is quite busy with the following strategies to be considered – Events Strategy, Leisure Strategy, Tourism Strategy, Heritage Strategy and also Core Strategy, Transport Strategy, Health & Wellbeing Strategy, etc. David Trigwell felt that it wasn't the right way to address the community by considering the Arts Strategy on its own. The number of the strategies that were considered in isolation will be part of fewer though more comprehensive strategies. It will enable elected Members and community to better understand how these things are related. It is hugely important activity for the Council to get involved. It is about improving the quality of life.

David Trigwell concluded that the Arts Strategy will be included in the Economic Strategy. It is not enough to consider Arts or Tourism Strategy in isolation.

The Chairman commented that he could understand that no particular strategy should exist in isolation but there is a need to start from somewhere, to start the discussion. If the Panel, and community, are given the global picture then there will be no opportunity to go into details. The Chairman also said that the Arts Strategy is a case where particular document/strategy had been withdrawn whilst being consistently requested by the Panel. Budget discussions will be held soon and the

Panel need to see what kind of framework is used when it comes to medium term financial planning. The Panel will be looking at some point of time in these strategies in isolation and then they will be looked as joint item. The Chairman concluded by saying that the Panel requested pieces of work to scrutinise which they consistently do not see because someone do not want the Panel to see those documents.

Councillor Ben Stevens replied that the Cabinet is looking at the wide picture. Councillor Stevens understand the views of the Panel though he welcomed the idea to merge four strategies into one.

The Vice Chair commented that it was vital that officers of the Council work on any strategy in partnership with the community. The community had been consulted on what they think was an Arts Strategy, and it was a surprise that the arts strategy paper did not go to cabinet as expected. The community was consulted and the Council has the right to allocate the funding, and formulate a business plan, but it should have been made clear that this was not the Arts Strategy per se. The Panel needs to have a look at the commissioning process before it is implemented, and the Arts community must be involved in any future arts strategy. There is a worry that the wrong message was sent to the community and concern about what is happening in the interim period.

David Trigwell responded that the strategy will come forward before the Panel although in different format. David Trigwell also said that the word 'strategy' might be the wrong word for now and instead the document should be called action plan, or development plan, or similar.

David Trigwell also said that the way the spending was organised previously in the Council was quite confusing. It was disorganised and it was ad-hoc. What the Council is trying to do at the moment is to agree some process and be more transparent on how we spend public money. There is an interim plan in place and the Council is in process to set the budget for the next year, and one joint strategy is the right way forward.

Councillor Stevens added that the Council is now having holding plan on how the Council is allocating the money from the budget.

Members of the Panel asked how confident the arts organisations are with the interim period at the moment. They need to plan for future, for six or twelve months and with these arrangements there must be some nervousness between those organisations.

Councillor Stevens replied that there is some nervousness amongst some arts organisations. Councillor Stevens had, and will be having, conversations with these organisations and added that after the year of uncertainty, arts groups will be able to have much more confidence in a transparent arts development process.

David Metcalfe (Co-Chair of Bath Cultural Forum) said that he had discussions with Councillor Stevens on these issues. It is interesting that the Council has arts development plan in place. There is some nervousness between members of the Bath Cultural Forum on how this will work in practice. The Forum addressed the Full

Council and also the Cabinet asking for some time for arts organisations to adjust to new arrangements. David Metcalfe also said that the Forum felt that process is transparent and also that he will be looking forward for further discussion with Councillor Stevens and Louise Fradd (Strategic Director for Place) on the strategy issues.

The Chairman concluded the debate by saying that few interesting issues were raised at the meeting, in particular changing relationship of the funding. The Chairman also said that issue of changing funding and how we take partnership organisations along with the change is an issue that could be discussed at the next Chairs and Vice-Chairs meeting to discuss what would be the best Panel to debate this matter.

It was **RESOLVED** to receive an update on the Arts Development Plan for January 2014 meeting (date to be confirmed).

### **36 PANEL WORKPLAN**

It was **RESOLVED** to note the current workplan with the following additions:

- Medium Term Plan and 2014/15 Budget Update Report (November 2013)
- Community Safety: British Transport Police (November 2013)
- Arts Development Plan (January 2014 to be confirmed)
- 'Green' jobs (working title) (date to be confirmed)
- Tourism Levy (date to be confirmed)
- Delivery of the apprenticeships scheme (date to be confirmed)
- River Trust Update (from the Chair of the Trust) (date to be confirmed)
- World heritage site management plan and heritage sites visitors (date to be confirmed)
- City Deal and Local Enterprise Partnership update (date to be confirmed)
- Broadband update (date to be confirmed)
- Connecting Families update (date to be confirmed)

The meeting ended at 3.10 pm

Chair(person) .....

Date Confirmed and Signed .....

**Prepared by Democratic Services**

## Economic and Community Development Panel

### Cabinet Member Update - Cllr Ben Stevens

#### Economic Enterprise and Business Development:

- Continued development of an ambitious and vital digital strategy. This includes the CDS rollout as a small part of that jigsaw aimed at improving quality of life across the district (more detail in in later agenda item).
- The Bath Enterprise Area Masterplan brief has gone to consultants, we're looking to appoint in the next month and complete the project by spring 2014
- Bath Quays North and South scoping study (being completed by JLL) is on track to complete in the next couple of months. This will include a marketing document to ensure we can maximise benefit on these sites.
- Radstock and Westfield Economic Partnership agreed the terms of reference for a 3<sup>rd</sup> party loans provider, and will be going out for expressions of interest in the next month.
- Currently in the process of awarding a new business support services contract. Interviews are being held this week.
- The Guild co-working hub is formally opening tonight/opened last night (25<sup>th</sup> September). A huge number of people are interested in this exciting project, which really is a prestige piece for the Council.
- Working closely alongside the River Regeneration Trust to give advice on the potential for housing and economic development along the river.
- Continued rolling business visits to ensure we are responding to need.
- I have also become the Council's representative on the BID Board

#### Tourism (Heritage Services, Destination Management, Arts and Festivals including Film Office):

- Work is continuing on the Visitor Contribution (formerly known as the Tourism Levy), it will be a challenge but this is still on track to be delivered in line with the MTSRP
- Councillor Crossley and I visited the Bottleyard Film Studios just over the border in Bristol. The site is owned by Bristol City Council, so is a key element of the creative industries across the LEP and will be the new home of Deal or No Deal when that resumes shooting. We're already benefitting from this new facility and are investigating better ways of working together.
- The trading profit forecast for financial year 2013/14 totals £4.8 million, £758k above the annual target level forecast in the Heritage Services Business Plan.
- The Temple Precinct will be closed over the low season between November and March for the installation of a new step-free walkway and new interpretation. This is

part of the ongoing programme of investment to improve accessibility and public enjoyment of the site.

- Last week the Roman Baths and Pump Room hosted the autumn ALVA reception and dinner, at which the guest speaker was the Communities Minister and Bath MP, Rt. Hon. Don Foster.
- The latest exit survey, conducted in August 2013, revealed that only 3% (but 9% of local residents) said that charging for the large temporary exhibitions would stop them visiting the Gallery altogether.
- Cllr Crossley has asked me to convene a working party to look at options for improving the conditions in which our nationally-important archive collections are kept and accessed by the public. The working party has yet to have its first meeting but I will report progress back to this Panel as appropriate.

#### World Heritage Management:

- The 2010-2016 plan has now reached its mid-term position. Progress on the actions within the plan has been solid, with 44% of actions already achieved at the mid-way mark, 38% in progress, 10% not yet underway and 8% awaiting further monitoring information. The actions span across the work of the Council and beyond into partner organisations, and include items such as progression of flood risk measures, transport initiatives and production of planning guidance.
- In January this year a new independent Chair was appointed to lead the World Heritage Site Steering Group. Former Mayor and Councillor Peter Metcalfe took over from former Chairman David Beeton, who held the post for four years. The Council took full responsibility for the Steering Group and therefore the running of the site in 2008 from English Heritage, and has proved very capable in doing so.



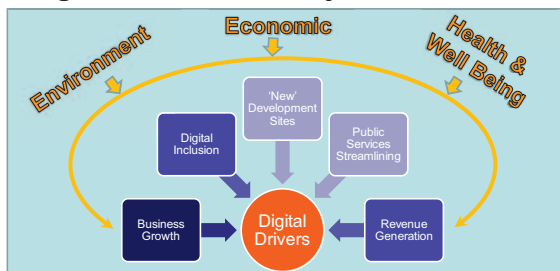
**Economic & Community Development PDS Panel**

Digital B&NES Update  
September 2013  
David Wales

Making Bath & North East Somerset an **even** better place to live, work & visit



**Digital Drivers and Objectives**



Making Bath & North East Somerset an **even** better place to live, work & visit

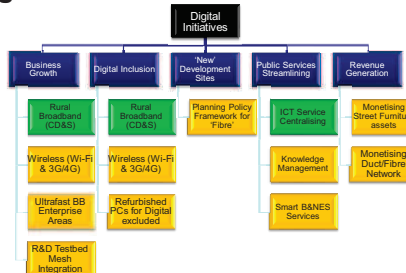
**Digital Objectives**

- Increase Digital Coverage, Connectivity and Bandwidth in support of Business Retention, Growth and Innovation
- Increase Digital Coverage, Connectivity and Bandwidth across Rural and Urban B&NES to enable Social Inclusion and Community Safety
- Enable Fibre to the Premises for all new development sites
- Enable Revenue Generation through leveraging Assets and Services
- Enable Public Services to be Streamlined into 'Smart' Services

Making Bath & North East Somerset an **even** better place to live, work & visit

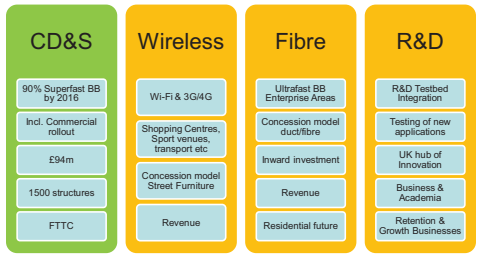


**Digital Initiatives Framework**



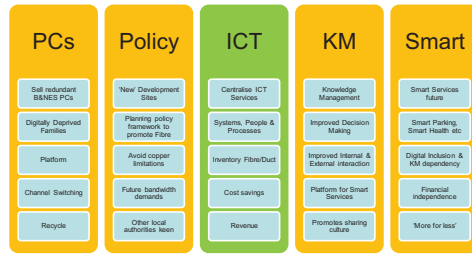
Making Bath & North East Somerset an **even** better place to live, work & visit

### Proposed Initiatives Overview



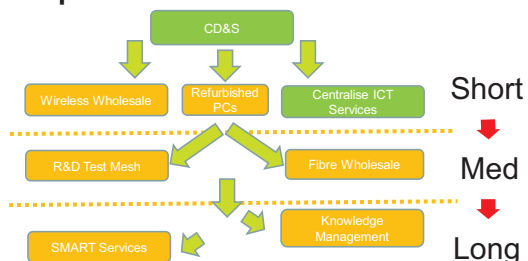
Making Bath & North East Somerset an even better place to live, work & visit

### Proposed Initiatives Overview



Making Bath & North East Somerset an even better place to live, work & visit

### Implementation Priorities



Making Bath & North East Somerset an even better place to live, work & visit



Thanks !

<b>Bath &amp; North East Somerset Council</b>	
MEETING:	Economic and Community Development Policy Development and Scrutiny Panel
MEETING DATE:	28 <sup>th</sup> November 2013
TITLE:	Community Safety Plan: British Transport Police
WARD:	ALL
<b>AN OPEN PUBLIC ITEM</b>	

## **1 THE ISSUE**

- 1.1 The report invites the Panel to hear from British Transport Police (BTP) on the work they do in protecting the public and staff on our trains and rail stations.
- 1.2 The Panel will receive a presentation on our local BTP Neighbourhood Policing Team based in Bath Spa rail station and, hear about how they reduced an overall 43% reduction in reported crime and anti-social behaviour since 2009 for Bath and North East Somerset.
- 1.3 The Panel will be invited to an open question and answer session at the end of the presentation.

## **2 RECOMMENDATION**

- 2.1 To note the Community Safety Partnership work with BTP, First Great Western and Network Rail and to raise questions in relation to the reduction of crime and anti-social behaviour for Bath and North East Somerset.
- 2.2 To note future challenges on our local rail stations, to include Keynsham and Oldfield Park.
- 2.3 To assist with future BTP community safety campaigns and identify where further support can be generated by the council and other agencies.
- 2.4 To make any recommendations to Cabinet or Responsible Authorities Group.

## **3 FINANCIAL IMPLICATIONS**

- 3.1 There are no financial implications directly arising from this report.

## **4 THE REPORT**

- 4.1 The purpose of this report is to highlight the role of BTP - *to police Britain's railways, providing a service to rail operators, their staff and passengers across the country* - and the work they do in Bath and North East Somerset to keep levels of disruption, crime and the fear of crime as low as possible.

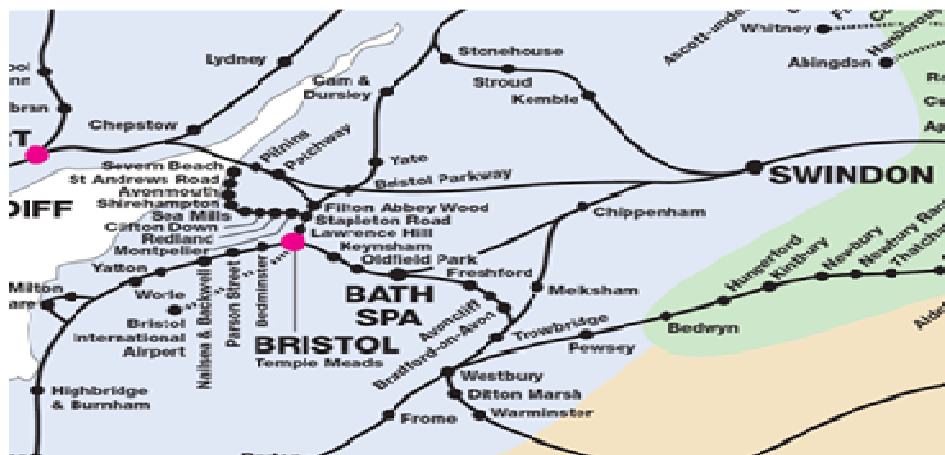
4.2 Every three years, the British Transport Police Authority, publish their four key objectives, which run from 2013 to 2019. These are:

- Helping to keep rail transport systems running
- Helping to make the railway safer and more secure
- Deliver value for money through continuous improvement
- Promoting confidence in use of the railway.

4.3 First Great Western is the main train operating company in this area and other passenger train companies running through the locations are Arriva, Cross Country and South West Trains. The vast majority of BTP funding comes from the train operating companies such as First Great Western and Network Rail; however they do accept funding from the Home Office for specific projects.

4.4 For Bath and North East Somerset we have a dedicated BTP Neighbourhood Policing Team situated in Bath Spa, looking after our rural stations such as Oldfield Park, Keynsham, Freshford and Avoncliff, protecting the public and staff. The team involves 2 Police Constables, 6 Police Community Safety Officers and Special Constables.

4.5 The Neighbourhood Policing Team, although based at Bath, cover some of the other major stations in the area. To the east, on the main London line, Chippenham and Swindon stations, and on the Portsmouth line, Westbury taking in the smaller stations en-route as far as Trowbridge and Warminster, outlined below.



4.6 Overall, Bath Neighbourhood Policing Team is covering nearly 100 miles of track and the railway property associated with it. The main focus is at Bath Spa, based in the middle of the heritage city. It receives many tourists and welcomes two large universities and, is celebrated for its shopping, Christmas market and late night economy and, of course, commuters travel daily to work.

4.7 For Bath Spa rail station, 2013 has proved to be a very busy year, particularly the summer months attracting a noticeable increase in passengers using the station. At 5.9 million passengers last year, and although Bath has only two platforms (compared with Bristol Temple Meads which has 15 platforms), it is ranked the seventh busiest First Great Western rail station – after Paddington, Reading, Bristol Temple Meads, Slough and Ealing Broadway.

- 4.8 BTP has a dedicated Independent Advisory Group (IAG) where the members provide advice, guidance and constructive feedback to Staff and Officers within the Wales & Western area. IAG members advise on both internal processes within BPT, and on external service delivery. A good example will be learning from the First Great Western station and train staff and passenger groups, who raised sombre concerns over the drunkenness and anti-social behaviour of late night revellers, many arriving drunk and leaving the city back into Swindon and Wiltshire.
- 4.9 From a crime point of view, the area covered by the Neighbourhood Policing Team has a mixed proportion of offences ranging from serious crime such as robberies, trespass, assaults, sexual offences, graffiti and anti-social behaviour. It also suffers from a high proportion of low level type crime such as low level disorder, various thefts and stone throwing.
- 4.10 In 2009, crime and anti-social behaviour reached its highest level for Bath Spa and this was a growing trend within Bath City and the night time economy. Working with the Community Safety Partnership, BTP worked tirelessly to undertake a wide range of crime prevention campaigns in making our station and travel safe and secure. First Great Western also funded additional BTP staff on the station and this established the Neighbourhood Policing Team for Bath. By December 2012, they had reduced all reported crime and anti-social behaviour by 43%.
- 4.11 Much of this success is due to increase in BTP presence and the concentrated efforts to focus on identified hot spot areas, mainly on a Friday and Saturday evenings. The introduction of Body Cameras has been the biggest impact where we have seen 100% reduction on staff attacks and, gathering evidence for victims - when using enforcement and court action. The presentation will highlight this work.
- 4.12 BTP Neighbourhood Policing Team holds quarterly PACT meetings at the Royal Hotel Bath (next meeting Tuesday 10th December 2013 at 11.00hrs. Current PACT/Team priorities are:
- ASB and drunkenness at Bath Spa (priority on Friday and Saturday nights)
  - Cycle thefts – various locations
  - BTP days of action – advice to passengers and crime prevention
  - ASB and ticketless travel on Taunton line
- 4.13 Mental Health and Suicide continues to be a great concern for BTP. Suicides affecting the railway network across Britain have increased 46% over the previous 12 months. BTP and Network Rail have been working with the Samaritans for some time and they have now set up a Strategic Mental Health and Suicide Prevention team to aligned mutual support services to those at risk and, to deliver the best support to vulnerable individuals, families and staff. Network Rail also provides training to staff and volunteers, such as the Street Marshals and Street Pastors – scheduled for 2013/2014. For Bath and North East Somerset Council and Community Safety, we have a multi-agency Suicide Prevention group where Network Rail is a valued member representing BTP.
- 4.14 The station and surrounding area have under-gone massive commercial reconstruction and this will impact on the neighbourhood and staff - this will be closely monitored for the next couple of years.

## 5 RISK MANAGEMENT

5.1 The presentation relates to the work of British Transport Police and is subject to their risk assessment processes.

## 6 EQUALITIES

6.1 Promoting equality and opportunity for all groups and individuals across the equality strands and, promoting community cohesion is integral to this work.

## 7 CONSULTATION

7.1 Divisional Director, Strategy and Performance; Democratic Services.

## 8 ISSUES TO CONSIDER IN REACHING THE DECISION

8.1 Community Safety, Section 17 and 115 Crime and Disorder Act 1998; Other Legal Considerations.

## 9 ADVICE SOUGHT

9.1 The Council's Monitoring Officer (Council Solicitor) and Section 151 Officer (Divisional Director - Finance), had the opportunity to input to this report and have cleared it for publication.

<b>Contact person</b>	<b>Sue Dicks, Community Safety Manager - 01225 477415</b> <a href="mailto:Sue_dicks@bathnes.gov.uk">Sue_dicks@bathnes.gov.uk</a>
<b>Background papers</b>	Web site link <a href="http://www.btp.police.uk/">http://www.btp.police.uk/</a>
<b>Please contact the report author if you need to access this report in an alternative format</b>	

<b>Bath &amp; North East Somerset Council</b>		
<b>MEETING/ DECISION MAKER:</b>	<b>Policy Development and Scrutiny Committee</b>	
<b>MEETING/ DECISION DATE:</b>	<b>28<sup>th</sup> November 2013</b>	<b>EXECUTIVE FORWARD PLAN REFERENCE:</b>
<b>TITLE:</b>	<b>Leisure Strategy</b>	
<b>WARD:</b>	All	
<b>AN OPEN PUBLIC ITEM</b>		
<b>List of attachments to this report:</b>		
Presentation		

## **1 THE ISSUE**

*The Council requires a Leisure Strategy to determine its investment and service delivery options for the next 25 years.*

*A key function of the leisure strategy is to form the basis for a procurement process for a new leisure contract.*

## **2 RECOMMENDATION**

2.1 PD & S provides feedback on the direction of travel of the strategy based on the presentation provided

## **3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)**

3.1 No budget decision is required at this stage. The leisure strategy provides an evidence base that will form invest to save projects that centre around the core leisure facilities. Detailed final solutions for these projects will be formed through the procurement process for the new leisure contract throughout 2014.

## **4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL**

4.1 Public Health and Inequalities

## **5 THE REPORT**

**Why Leisure?**

## 5.1 The Cost of inactivity

This cost currently stands at an estimated £2.8 million per year in Bath and North East Somerset – We know from the Active People Survey that only 27% of adults are doing enough physical activity to benefit their health, this compares well with national level of 22%, however 43.7% of adults are doing little or no activity.

## 5.2 The Health Benefits

Exercise has been described as a ‘wonder drug’ or ‘magic pill’ which, if used in the right measures can:

- Reduce the risk of heart disease by 40 per cent
- Lower the risk of stroke by 27 per cent
- Reduce the incidence of diabetes by almost half
- Reduce the risk of recurrent breast cancer by almost half
- Lower the risk of colon cancer by over 60 per cent
- Decrease depression as effectively as Prozac

‘The scientific evidence is compelling. Physical activity not only contributes to wellbeing, but is also essential for good health. People who are physically active reduce their risk of developing major chronic diseases by up to 50%, and the risk of premature death by about 20% - 30%.’ Chief Medical Officer, Department of Health, 2004.

Evidence shows that the health impact of inactivity in terms of coronary heart disease, for example, is comparable to that of smoking, and almost as great as that of high cholesterol levels.

On average, an inactive person spends 38% more days in hospital than an active person, and has 5.5% more family physician visits, 13% more specialist services and 12% more nurse visits than an active individual.

## 5.3 School Achievement

Youngsters who are active have numeracy scores, on average, 8% higher than non-participants.

## 5.4 Halting the rise in Obesity

In Bath and North East Somerset it is estimated that £45.8 million was spent by the NHS in 2010 on disease related to overweight and obesity, set to rise to £49 million in 2015. We know that in B&NES 21.5% of adults are obese, 30.6% of children in year 6 and 25.9% of children in reception (compared to 22.6% nationally) are an unhealthy weight.

## 5.5 Health Inequality

There is a life expectancy gap of 6.3 years for men and 3.5 years for women between the wards at either ends of the spectrum.



## 5.6 Social Engagement

Leisure activities are not just about helping the population to become healthier. They help bring communities together and help people to feel engaged in and part of their local community. They can help to reduce social isolation for older people and can offer families opportunities to engage with one another across generations.

### **Understanding the Problem**

- 5.7 A detailed evidence base report that will form an appendix to the leisure strategy has been developed to make an assessment of supply and demand for the key facilities contained within the Council's leisure estate. It takes into account local demographics, makes use of Sport England's Facilities Planning Model, market segmentation information, latent demand reports, current performance data and available benchmarks and best practice around facility provision.
- 5.8 A series of maps were produced to interpret the data and inform decision making.
- 5.9 Detailed condition survey reports have also been carried out on the current leisure estate showing that there is a significant backlog of maintenance and repairs that needs to be addressed and highlights the current poor condition of the facilities.
- 5.10 To ensure that the facilities are delivering the health benefits outlined in the 'Why Leisure' section above, the work to develop an evidence base seeks to understand the most effective way to drive increases in participation through the leisure estate through a clearer understanding of local need.
- 5.11 The work also seeks to make an assessment of the financial viability of different types of facilities to ensure that any recommendations and the required repairs to the buildings can be delivered in an affordable way.
- 5.12 Consultation has been carried out with a number of partners and stakeholders, particularly around Health and Wellbeing, to understand the priorities and outcomes that new developments will need to deliver against.
- 5.13 The Leisure Strategy has clear links with the Health and Wellbeing Strategy and these links will be recognised in the document.

### **Initial Conclusions – The basis of a strategy**

- 5.14 Investment is required in the key leisure facilities in the three major population centres of Bath, Keynsham and Midsomer Norton where the majority of facility visits take place to ensure they are fit for purpose and meeting local need.
- 5.15 This investment should seek to make a step change in participation in these facilities delivering the associated health and wellbeing benefits outlined in the 'Why Leisure?' section above.
- 5.16 These changes need to provide a more modern facility stock that will be more attractive to the public to help increase participation and customer satisfaction and provide opportunities to attract new people to the facilities.

- 5.17 There is a need to ensure that improvements are made on an invest to save basis with clear business cases that demonstrate financial viability to secure the long term future of these facilities.
- 5.18 That any proposed changes should be subject to consultation to ensure they meet local need.
- 5.19 That the proposals form the basis for the procurement of a new leisure contract for the Council. The procurement process will allow the Council to draw on the expertise that exists within the market place for delivering improvements to leisure, helping to refine proposals and allowing a transfer of risk from the Council to a contractor for delivery of the schemes.

## 6 RATIONALE

- 6.1 These conclusions have emerged following extensive research. The authority will wish to now undertake further consultation to establish the shape of service provision for the future by testing the assumptions and priorities that have led to these conclusions.

## 7 OTHER OPTIONS CONSIDERED

- 7.1 Due to the investment that is required to rectify the backlog of repairs and maintenance issues, continuing to operate the facilities in their current form presents significant financial challenges and so the leisure strategy has been tasked with finding an alternative solution.

## 8 CONSULTATION

- 8.1 Strategic Management Team, Section 151 Officer, Cabinet member for Neighbourhoods, Cabinet Member for Wellbeing, Divisional Director for Environmental Services

## 9 RISK MANAGEMENT

- 9.1 A risk assessment related to the issue and recommendations has been undertaken, in compliance with the Council's decision making risk management guidance.

<b>Contact person</b>	<i>Include your name and contact telephone number here</i>
<b>Background papers</b>	<i>List here any background papers not included with this report because they are already in the public domain, and where/how they are available for inspection.</i>
<b>Please contact the report author if you need to access this report in an alternative format</b>	

<b>Bath &amp; North East Somerset Council</b>	
<b>MEETING/ DECISION MAKER:</b>	<b>Economic and Community Development Policy Development and Scrutiny Panel</b>
<b>MEETING/ DECISION DATE:</b>	<b>28 November 2013</b>
<b>TITLE:</b>	<b>Place – Medium Term Plan Update</b>
<b>WARD:</b>	All
<b>AN OPEN PUBLIC ITEM</b>	
<b>List of attachments to this report:</b>	
Draft Medium Term Plan update and attachments	

## **1 THE ISSUE**

1.1 The draft Place Medium Term Service & Resource Plan (MTSRP) update is presented for consideration by the Panel:

- (1) To ensure all members of the Panel are aware of the context for Service Action Planning and budget setting.
- (2) To enable comment on the progress being made on this 3 year plan.
- (3) To enable issues to be referred to the relevant Portfolio.

## **2 RECOMMENDATION**

The Panel is asked to:

- (1) Comment on the update to the 3 year medium term plan for Place, focusing on matters affecting 2014/15, and note that will be the second year of the plan.
- (2) Identify any issues requiring further consideration and highlighting as part of the budget process for 2014/15.
- (3) Identify any issues arising from the draft plan it wishes to refer to the relevant portfolio holder for further consideration.

### **3 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL**

3.1 This medium term plan update forms the basis for the budget process for 2014/15 and all relevant statutory matters are either referred to in this update or the original plan approved last year.

### **4 THE REPORT**

4.1 This report forms part of the 2014/15 service and resource planning process. As set out in the enclosed medium term plan update (attached), the next steps include:

- (1) Panel comments considered by Portfolio Holders.
- (2) PDS Resources meeting in January/February to take overview of comments from Panels and progress on budget setting plus equalities issues.
- (3) February Cabinet budget recommendations to Council.
- (4) February Council approval of budget and Council Tax setting.

4.2 The draft Medium Term Service & Resource Plan for Place is attached and includes its own Appendices.

### **5 RATIONALE**

5.1 Where the Panel wishes to either increase expenditure or reduce savings targets alternatives should be proposed.

5.2 The Panel should concentrate only on the parts of the plan relevant to its own remit as the PDS Resources meeting in January/February will be taking an overview.

### **6 OTHER OPTIONS CONSIDERED**

6.1 This is a package of options as set out in the report and reflects the Council's corporate plan, its vision and values, the medium term plan agreed last year, changes in legislation and the Cabinet's priorities.

### **7 CONSULTATION**

7.1 The corporate implications of this report have been considered by Strategic Management Team (SMT) including the *Section 151 Finance Officer; Chief Executive & Monitoring Officer*

7.2 Further consultation has taken place as part of developing the revised Corporate Plan. Budget fairs are taking place now and feedback from these will help finalise the budget proposals for 2014/15.

7.3 Cabinet has been closely involved in the preparation of this update and in particular the relevant portfolio holder(s)

## 8 RISK MANAGEMENT

8.1 A risk assessment will be completed as part of the final budget papers and inform the Council's reserves strategy. The main risks relate in the next financial year to:

- (1) The robustness of the savings estimates.
- (2) The potential for some service levels to deteriorate as a result of the savings, some savings are from service reductions but most savings are directed at efficiencies.
- (3) The implications for staff arising from savings, albeit that the costs of severance will be budgeted for corporately and unions are being consulted together with the affected staff.
- (4) The need to maintain a planned and phased approach to savings at a time when pressures are starting to require substantial and immediate cuts.
- (5) Equalities impacts of the savings.

<b>Contact person</b>	<i>Louise Fradd Strategic Director – Place Tel: 01225 395385</i>
<b>Background papers</b>	<i>Corporate Plan and 2013/14 budget papers plus medium term plans</i>
<b>Please contact the report author if you need to access this report in an alternative format</b>	

This page is intentionally left blank

# MEDIUM TERM SERVICE & RESOURCE PLAN UPDATE

## PLACE

Community Regeneration, Development, Environmental Services

**2013-14 until 2015-16**

### Introduction

This is the second year of the period covered by the 2013-14 to 2015-16 medium term plans. The plans were reflected in the budget approved by Council in February 2013. The original plans can be found on the Council's web site with the agenda papers for the November 2012 PDS panels.

This 2014-15 update is a summary of key changes affecting the plan and does not restate the information contained in the original plan. This update provides important background information to the 2014-15 budget process, which will culminate in a report to the February 2014 meeting of Council. The February budget report will incorporate assumptions made as part of the three year planning process, summarise planned variations to the anticipated budget for 2014/15, seek approval for those variations and set both the budget and the consequent level of Council Tax for that year

This document contains the following updates:

- Strategic Context – financial, legal, service and policy headlines
- Structural Changes – summary of the new management arrangements
- Progress Achieved – how the delivery of the 3 year plan is progressing
- Variations to the plan – proposed changes concentrating on 2014-15
- Capital Programme – proposed alterations to the capital programme
- Risks & Opportunities –key risks to delivery of the plan but also opportunities
- Equalities – summary of approach

### Strategic Context

The Corporate Plan and refreshed Council Vision remains the main policy context. These documents can be found at <http://www.bathnes.gov.uk/services/your-council-and-democracy/vision-and-values>

The financial challenge was summarised last year. This equated to a 40% reduction in the Council's government grant funding over the period 2011/2012 to 2014/2015. At this time the challenging outlook for local government funding as set out in the Autumn Statement in December 2012 looked to continue well into the future and over the period of the Medium Term Service and Resource Plan from 2013/2014 to 2015/2016 we estimated at least £30M of savings would be required.

Since then there have been a series of Government announcements that have increased the challenge. The key announcements and effects are as follows:

- The Budget Statement delivered by the Chancellor on 20 March 2013 provided for an additional 1% cut in council funding assessments for 2014/2015. This actually equates to a further 2% reduction in grant (from 16% to 18%).
- The Spending Review 13 announced by the Chancellor on 26 June 2013 covers the 2014/2015 and 2015/2016 financial years and together with subsequent consultation documents, sets at least a 13.5% reduction in council funding assessments for 2015/2016. This actually equates to a 27% reduction in grant.

Other key funding changes set out in the Spending Review 13 include:-

- A requirement to pass 35% of New Homes Bonus funding to LEP's from 2015/2016 to support Single Local Growth Funds.
- A reduction of 20% in the Education Support Grant in 2015/2016.
- The confirmation of a Council Tax Freeze Grant for both 2014/2015 and 2015/2016 equivalent to 1% of council tax for councils who freeze their council tax in these years.

These changes, together with the existing savings to be identified, mean further savings of at least £7m for the Council need to be identified over the next two years. This assumes the savings in the existing approved medium term plans are delivered in full.

For 2014/15 the focus will be on the variations that are needed to the approved medium term plan to deliver a balanced Budget proposal for the Council in February 2014. The Variations section of this update (below) provides further details of the projected Budget Gap for 2014/2015 together with the specific proposals being considered to address this.

The Cabinet's aim remains to achieve the medium term plan with minimal alterations, but at the same time to reflect public feedback together with local and national policy changes. The Council has a good level of reserves and can use these to smooth the effects of policy changes and additional financial challenges. The indication from Treasury figures is that an equally tough set of financial targets will need to be repeated in the next 3 year plan which starts in 2016, and of course at that time the difficulty in meeting the challenge will have increased as efficiency opportunities will be less.

In the case of the Place Directorate the key policy context changes are:

- To progress the Core Strategy through the further stages of the Examination in Public to Adoption so that the National Planning Policy Framework no longer takes precedence over the Council's own policies. Following which progress can be made on other Planning Policy work including the Council's Placemaking Plan as set out in the Council's agreed Local Development Scheme.
- Developing the Enterprise Area Master Plan which will focus where future mixed use development opportunities exist that takes into account the Core Strategy requirements and where future expenditure will be targeted, linking in the West of England (WoE) City Deal and other funding opportunities, whilst also ensuring the effective and efficient disposal of land and property.
- Developing the Bath and Keynsham Transport Strategies to support the significant growth in homes and employment that is being promoted through the Core Strategy and further developed in its Placemaking Plan. Whilst also taking forward the



Council's aspiration in terms of walking and cycling provision and implementing the Bath Transport Package

- Ensuring the Place Directorate is compliant with the new Council Procurement strategy with a "Think Local" theme.
- Developing the Leisure Strategy to provide direction for the procurement of a leisure provider during 2014, thus ensuring they meet our local needs and priorities.
- Developing an Economic Strategy that will also encompass tourism, arts and cultural activities including key events, as these functions also have a major impact on the local economy.
- Further reducing waste sent to landfill sites by recycling and recovering residual waste.
- Seeking further opportunities to share services including the procurement of shared contracts with other local authorities.

The strategies identified above are being developed in parallel to ensure that they link up and secure the same key objectives and benefits for residents, businesses and visitors to Bath and North East Somerset.

### **Structural Changes**

The Place Directorate is currently going through a restructuring process. Consultation on the Divisional Director level ended on 30<sup>th</sup> September and is now being implemented. The following Divisions have been created:

- Community Regeneration
- Development
- Environmental Services

Some of the key changes and proposals linked to this are:

- Review of the Directorates values and priorities
- Key efficiency savings including achievement of the management savings set out in the MTSRP.
- Placing Housing, Heritage, Tourism and Culture within the Community Regeneration Division to ensure that the economic benefits are captured and in the case of housing ensuring that affordability needs are addressed within key regeneration opportunities and external funding opportunities maximised
- Combining all highways and transport functions by placing those presently in Development and Transport within Environmental Services.
- Creating a new position, Directorate Support; this role will provide a focal point for the overall performance of the Directorate, thus preventing duplication and enabling one reporting process.
- Further restructuring will take place within the new divisions with the intention that this will be substantially completed by March 2014

## **Progress Achieved**

The Place Directorate has made good progress on the £3.19m 2013/14 savings target.

- Management savings for 13/14 are on track with the progressing restructure as well as service level efficiencies through restructuring.
- Heritage Service and Destination Management have successfully achieved their targets with additional income and reductions in expenditure.
- There have also been challenges to fully achieve the efficiency savings in the Public Protection Service leaving an unachievable saving of £136k, to meet this target alternative proposals are being explored within Environmental Services.

The remaining two years of the medium term plan are attached at Appendix 1 and this has been updated to include a commentary on progress towards delivery of the approved savings and additional income streams.

With the exception of the specific variations identified below, full delivery of the medium term plan is anticipated and any further changes considered by the Council would require the identification of further additional savings to balance the Budget.

## **Variations to the Plan**

The variations to the medium term plan approved by the Council in Feb 2014 have arisen for 2014/2015 for a number of reasons including:-

- The implications of the 2013 Budget Statement and Spending Review
- Unidentified savings in the approved medium term plan
- Areas where savings or additional income are now unlikely to be delivered
- Revenue impact of additional capital schemes

In order to present proposals for a balanced budget in 2014/2015, the Cabinet have examined a range of options to generate the additional savings or income, required to address the arising Budget gap. Where possible the Cabinet has sought to avoid further frontline service reductions and focus on efficiency, innovation, demand changes and trend analysis to meet this challenge.

Full details of the variations are set out at Appendix 2

## **Capital Programme**

A draft summary of proposed variations to the capital programme is attached at Appendix 3. This will be put forward for approval as part of the February budget report.

We are continuing to deliver the Place capital programme to meet Council priorities such as increased capital maintenance to the highways infrastructure including surfacing work to the 683 miles of road network that BANES maintains. Additions to the programme also bring improvements to public transport infrastructure, open spaces and the cycle network building on the success of the Bath Two Tunnels Greenway.

## **Risks & Opportunities**

There are significant efficiency targets in the plan and those arising from the changes in Community Regeneration, Development and Environmental Services that should not be understated. Delivering them requires considerable management capacity although to date progress has been excellent whilst maintaining a high level of frontline services. Delivery models are being reviewed for our Heritage and Destination Management services to ensure we are making best use of available resources and assets.

All other Place Directorate plans are on track, albeit each of the changes in the strategic context section above has its own challenges. Overall the budget for the Place Directorate for 2013-14 is on track.

## **Equalities**

Equalities impacts of key changes are considered as service plans are set and as part of any key management change. The main equalities impacts for Place were assessed when the 3 year plan was set.

## **Appendices**

1. Savings details – progress summary 2014/15 and 2015/16
2. Proposed variations to 2014/15 budget
3. Additional Capital schemes

This page is intentionally left blank

PLACE

2014-15 Saving £000	2015-16 Saving £000	How saving to be achieved	Impact to Service Delivery	Strategic Directors Update on Saving Proposal for November 2013 PDS Panel
215	47	Customer Services Project within the Change Programme	Better customer service and lower processing costs.	Services are progressing savings where possible, plans are being developed for mitigating actions if required.
30	0	P2P savings - consolidation of income functions across council	Arising as part of other restructures.	Savings on track to be delivered through a variety of other planned actions.
<b>245</b>	<b>47</b>	<b>Sub Total - Change Programme Savings</b>		
2014-15 Saving £000	2015-16 Saving £000	How saving to be achieved	Impact to Service Delivery	Strategic Directors Update on Saving Proposal for November 2013 PDS Panel
300	300	All Directorate - Management Structure Changes across directorate, including DD level, 3rd tier and DMP division.	Pending further work. £212K of 2013/14 savings from D&MP.	Work in progress. Senior structure agreed and ES structure under consultation with attendant savings. 1 post within Regeneration, Skills and Employment has been identified for deletion. D&MP saving achieved with deletion of Strategic Director post.
Page 37 50	50	Heritage Services - Victoria Art Gallery - reduction in net subsidy of £50k per annum, including the introduction of admission charging in 2013/14, together with a reduction in planned building maintenance; the operating model for the museum will be fundamentally reviewed in order to achieve a similar level of savings in subsequent years	<p>Introducing admission charges will require physical alterations; the reduction in building maintenance could impact on the quality of decorations and the fabric of the building.</p> <p>There is a risk of a reduction in footfall. The introduction of museum admission charges typically leads to drop in footfall of between 50 and 75%. The measure will render the Gallery less accessible to seniors and 'hard to reach' groups; the fundamental review of the operating model for the museum is likely to significantly change the offer available to visitors.</p> <p>The introduction of charging will mean a change to the way exhibitions are sourced, requiring greater emphasis on finding crowd-pulling exhibitions in addition to exhibitions where works are for sale ; the review of the operating model could have more significant impacts that are yet to be determined.</p>	<p>The reduction in net subsidy of £50k is on target. Income from admission charges is just below target for the year to date, whilst income from retail, donations and other sources have not reduced as much as expected. Building maintenance has been restricted as planned.</p> <p>The overall reduction in footfall has not been as great as expected;visitors in the financial year to September were 11% lower than in the previous financial year.</p>

2014-15 Saving £000	2015-16 Saving £000	How saving to be achieved	Impact to Service Delivery	Strategic Directors Update on Saving Proposal for November 2013 PDS Panel
200	0	Delivery Trust option for Parks, Heritage Services, Libraries, Arts, Festivals - Review potential to establish a Trust to manage and deliver a range of services and functions including Heritage, Parks etc.	Lease and / or licence agreements to be put in place; no proposal to transfer assets. Externalisation of TLC services into a Trust needs to be done against the background of achieving financial benefit. It does have the potential to generate a net annual saving of c. £100k - £200k. One-off set up costs are likely to be in excess of £500k. These calculations are heavily dependent upon a large number of assumptions.	An initial study has been undertaken and the full impact of these proposals are being considered. A report on this issue will be presented to Cabinet in the New Year
200	200	Heritage Services - Additional net profit over three years in line with the Heritage Services Business Plan.  We will improve our offer through the Roman Baths Development Phase 2 which has £4.188 million of capital allocated.	Increased visitor numbers are likely to cause increased attrition on the site. Deterioration to the ancient monument cannot be reversed and therefore increased measures are needed to prevent this.  Taking into account our investment in the Roman Baths over the coming years, this is an excellent opportunity to improve the reputation of Bath to a wider number of people.	In common with other leading visitor attractions the Roman Baths has benefitted from the positive effects of last year's London Olympics; good weather, and improving economic conditions. As a result it is likely that this year's profit target will be significantly exceeded.  The Heritage Lottery Bid was unsuccessful at the first time of asking. The Bid is to be repressed and resubmitted.
Page 38	0	Reorganise Licensing and Environmental street-based inspection and enforcement staff into multi-functional teams which focus on geographical areas and are deployed to reflect varying levels of demand.	Improved customer service, increased focus and hours of enforcement. Reduced net cost through savings and income. More "localised" approach	Review completed but unable to progress this due to adverse impact on Public Protection services. Other options are therefore being considered
770	550	<b>Sub Total - Other Cashable Efficiency Savings</b>		
2014-15 Saving £000	2015-16 Saving £000	How saving to be achieved	Impact to Service Delivery	Strategic Directors Update on Saving Proposal for November 2013 PDS Panel
15	40	Additional advertising income (13/14 = roundabouts, 14/15 = billboards & 15/16 = bus shelters)	Risks of lack of market interests and possible planning constraints due to National and Council Planning Policy. Income targets to be reviewed.	Progressing target through corporate initiatives. Planning consent granted for advertising sites etc
60	0	Waste - Reduce subsidy for garden waste fees per bin in line with neighbouring authorities	Minimal	Completed
75	40	<b>Sub Total - Additional Income</b>		

2014-15 Saving £000	2015-16 Saving £000	How saving to be achieved	Impact to Service Delivery	Strategic Directors Update on Saving Proposal for November 2013 PDS Panel
200	200	Destination Management - Reduction in subsidy for significant elements of activity, combined with increased Spa income and reduced water monitoring costs	Includes continued growth in Spa income, combined with reduced water monitoring costs; significant reduction in support for Destination Marketing phased over years 2 & 3 alongside action to increase external finance; reduced project budgets for World Heritage site management; deletion of residual budget for support to Future Bath Plus. Managed reduction in Council direct subsidy for destination marketing activity alongside action to increase external finance	The Visitor Contribution Project is currently assessing a number of options for the delivery of a system for voluntary contributions from the visitor economy. The Project is due to report to Cabinet in the New Year.
31	0	Neighbourhoods Services - reduce Environmental Protection services, cease in-house plant production, reduce parks maintenance and planting.	Revised pest control service to move from Radstock Rd depot and free up space (store relocated to RVP). No requirement for biomass boiler in RVP nursery. Saving in RVP energy consumption (gas) and therefore reduction in carbon. Significant change in Pest Control Service with reduced staffing and offer focussed around providing means-tested service for people in need (Year 1). Parks management streamlined to improve coordination, efficiency and effectiveness and reduce costs (Year 1). RVP Nursery will not close but savings made through stopping costs of heating greenhouses, procuring plants externally, reducing volume of planting and reducing staff within Parks service (Year 2). Cleansing service will continue to look for efficiencies, more effective ways of working and service standards (Year 1 onwards). Significant organisational change and development to achieve proposed savings whilst ensuring service continuity.	Cost savings achieved through a combination of initiatives as described. A Nursery review has been completed and future options paper will be presented to Cabinet in the New Year.

2014-15 Saving £000	2015-16 Saving £000	How saving to be achieved	Impact to Service Delivery	Strategic Directors Update on Saving Proposal for November 2013 PDS Panel
0	100	Planning Policy & Environment teams - Reduction in level of spending within Planning Policy and Environment teams to be achieved after the major elements of Planning Policy are completed, including core strategy, gypsy & travellers DPD, Placemaking and CIL	Assumes reduction in Planning Policy work once these workstreams are complete. Rated as M rather than L because political priorities keep changing	In 2015/16 additional one off funding is intended to be allocated to support planning policy work required to enable the review of the Core Strategy
120	0	Public Conveniences - Reprioritise our spend on public conveniences to improve quality standards and service to the public	<p>15 public conveniences to be closed and re-invest some of the proceeds to improve the remainder of Council-run toilets. This will allow the public convenience budget to focus on the remainder to a higher standard than people currently experience.</p> <p>Currently provide 29 public conveniences in total.</p> <p>Better facilities for residents, visitors, and workers.</p> <p>Fewer Council-run toilets will be offset by the existing provision of non-Council toilets in places like Bath city centre, including SouthGate shopping centre and the new toilets agreed through the planning process at the Railway Vaults</p> <p>Maintenance of remaining facilities transferred to other organisations where possible. Service is non-statutory but affects residents, tourists, visitors, mobile workers. Possible impacts across the equalities range but elderly and disabled particularly depending on the location of the toilets we may sell. Proposal would retain key Parks/Green space sites where no viable alternative provision (in shops, cafes, bars, Council facilities) and build in higher cleansing standard at remaining sites.</p> <p>Provision Strategy for Public Toilets (2011) to be reviewed/ revised to reflect changes and increased need for delivery of the other strands - e.g. co-location in Council buildings, private sector developments, community led support, concession and property lease agreements. Note: concurrent tendering exercise in progress. Savings assumed all from yr 2 but could be delayed. Service likely to stagnate and unable to improve if decision left in limbo.</p>	Council decision to retain public conveniences until alternative provision available. Work progressing to propose revised project plan. Contract awarded for maintenance and improvement of all retained stock.
20	0	Transfer allotment management to user groups (i.e. provide them but do not manage them)	Possible asset transfer. Move away from dependency on Council managed sites. Risks of dispute and of low take-up	Under negotiation. New sites will be self- managed and interest has been expressed in self-mmanagement from some existing sites
10	0	Stop maintaining bowls at Sydney Gardens	Possible asset transfer. There is currently over-provision of bowls facilities in Bath. Can offer facilities elsewhere	Work initiated to review level of provision against demand
<b>381</b>	<b>300</b>	<b>Sub Total - Reduced Service Levels</b>		



2014-15 Saving £000	2015-16 Saving £000	How saving to be achieved	Impact to Service Delivery	Strategic Directors Update on Saving Proposal for November 2013 PDS Panel
2014-15 Saving £000	2015-16 Saving £000	How saving to be achieved	Impact to Service Delivery	Strategic Directors Update on Saving Proposal for November 2013 PDS Panel
30	0	Cease pest control service (extra reduction beyond that proposed above)	Reputational risk through failure to properly discharge statutory duty - although private sector providers of pest control are available and some services could be recommended by us. Statutory obligations remain	Action was amended to reduce size of service and review charges and marketing to ensure financial viability whilst promoting Environmental Health objectives
30	0	Waste - cease 5 bank holiday refuse collections except Xmas / New Year	Increased complaints due to changes. Recycling collections not affected. Net saving through reduction in premium rates / extra time off.	2014-15 saving not progressed yet. Will review in light of other financial pressures and funding
60	0	<b>Sub Total - Discontinued Service</b>		
1,531	937	<b>TOTAL SAVINGS</b>		

This page is intentionally left blank

**PROPOSED VARIATIONS TO 2014/2015 BUDGET**

	<i>Sub Total</i>	<b>2014/15</b>	<b>2015/16</b>	<b>2YR</b>
	<i>£M's</i>	<b>£M's</b>	<b>£M's</b>	<b>TOTAL £M's</b>
Opening Budget Gap - based on Financial Planning Model		<b>1.80</b>	<b>5.00</b>	<b>6.80</b>
<b>Medium Term Plan Variations</b>				
- Trading Opportunities		0.50	0.25	0.75
- Community Assets / Asset Consolidation		0.50		0.50
- Adjustments to MTSRP Growth		-0.45	-0.15	
- Additional Capital Proposals (Revenue Costs)		1.00	0.40	1.40
<b>Total Estimated Budget Gap</b>		<b>3.35</b>	<b>5.50</b>	<b>9.45</b>

<b>Further Savings Proposals for 2014/2015</b>				
<b>Corporate</b>				
Ongoing additional debt interest savings arising from debt restructuring in 2013/2014	1.00			
Increase in the assumed Council Tax Collection Rate from 98.25% to 98.75%	0.40			
Reductions in External Audit Fees following changes to Audit Commission and new contracting arrangements	0.05			
Reduction in cost of historic unfunded pensions relating to previous Avon Council	0.03			
Miscellaneous - review of other retained corporate budgets	0.05			
		<b>1.53</b>		
<b>Place</b>				
Waste Related Budgets - reducing tonnages of waste (including landfill)	0.25			
Heritage - additional increased income target	0.25			
Transport - demand for concessionary fares	0.07			
Park & Ride - increased income	0.07			
		<b>0.64</b>		
<b>People &amp; Communities</b>				
Adult Social Care - more efficient home care contract arrangements.	0.50			
		<b>0.50</b>		
<b>Resources</b>				
Housing Benefits - technical subsidy adjustment	0.20			
Procurement and Efficiency savings	0.20			
Property Budgets - Efficiency Savings linked to review of Regeneration and Skills*	0.15			
		<b>0.55</b>		
<b>TOTAL SAVINGS IDENTIFIED</b>		<b>3.22</b>		
<b>REMAINING BUDGET GAP / (SURPLUS)</b>		<b>0.14</b>	<b>5.50</b>	<b>5.64</b>

This page is intentionally left blank

**Additional Capital Schemes - 2014/15 - 2018/19**

**Appendix 3**

Directorate	Service	Project Title	Estimated Costs							Funding Source				
			2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	Future Years £'000	Total Cost £'000	Grant / S106 / Third Party Other	Service Supported Borrowing	Unfunded / Contingency / Borrowing	Capital Receipts	Total
<b>Administration Priority Schemes</b>														
Place	Economic Development & Regeneration	River Corridor Fund	340							340			340	340
Place	Environmental Services	Cycling & Walking Schemes	250							250	-	-	250	- 250
Place	Environmental Services	Royal Victoria Park Skate Park	250							250	-	-	250	- 250
Place	Environmental Services	Royal Victoria Park Open Space Improvements	50							50			50	50
Place	Environmental Services	Queen Square Improvements	100							100			100	100
Place	Environmental Services	East of Bath Skate Park	100							100			100	100
Place	Environmental Services	Improvements at the Sandpits	40							40			40	40
Place	Environmental Services	Grit Bins & Snow Warden Equipment	50							50			50	50
Place	Environmental Services	Litter Bins	20							20			20	20
Place	Environmental Services	Play Equipment	100							100			100	100
Place	Environmental Services	Great Dell Walkway	25							25			25	25
Place	Environmental Services	Public WC Conversions	100							100			100	100
<b>Sub Total - Administration Priority</b>			<b>1,425</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,425</b>	<b>-</b>	<b>-</b>	<b>1,425</b>	<b>- 1,425</b>

Directorate	Service	Project Title	Estimated Costs							Funding Source				
			2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	Future Years £'000	Total Cost £'000	Grant / S106 / Third Party Other	Service Supported Borrowing	Unfunded / Contingency / Borrowing	Capital Receipts	Total
		<b>Income Schemes</b>												
Place	Leisure	Refurbishment of South Wansdyke Sports Centre	100						100	-	100	-	-	100
		<b>Sub Total - Income Schemes</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>100</b>
		<b>Service Priority Schemes</b>												
Place	Economic Development & Regeneration	Digital B&NES	350						350	300	-	50	-	350
Place	Economic Development & Regeneration	Midsomer Norton Business Centre	125	1,200					1,325	450	-	875	-	1,325
Place	Environmental Services	Highway Surfacing	1,000	1,000					2,000		-	2,000	-	2,000
Place	Environmental Services	Highway Structures	1,000	1,000					2,000		-	2,000	-	2,000
Place	Environmental Services	Footway Improvements in Highways	200	200					400		-	400	-	400
Place	Environmental Services	Flood Protection in Chew Magna	200						200	-	-	200	-	200
Place	Planning & Transport	Park and Ride East of Bath	100	100	5,000				5,200	-	-	5,200	-	5,200
		<b>Sub Total - Service Priority Schemes</b>	<b>2,975</b>	<b>3,500</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,475</b>	<b>750</b>	<b>-</b>	<b>10,725</b>	<b>-</b>	<b>11,475</b>
		<b>Overall Total</b>	<b>4,500</b>	<b>3,500</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,000</b>	<b>750</b>	<b>100</b>	<b>12,150</b>	<b>-</b>	<b>13,000</b>

# ECONOMIC AND COMMUNITY DEVELOPMENT PDS FORWARD PLAN

This Forward Plan lists all the items coming to the Panel over the next few months.

Inevitably, some of the published information may change; Government guidance recognises that the plan is a best assessment, at the time of publication, of anticipated decision making. The online Forward Plan is updated regularly and can be seen on the Council's website at:

<http://democracy.bathnes.gov.uk/mgPlansHome.aspx?bcr=1>

The Forward Plan demonstrates the Council's commitment to openness and participation in decision making. It assists the Panel in planning their input to policy formulation and development, and in reviewing the work of the Cabinet.

*Should you wish to make representations, please contact the report author or Jack Latkovic, Democratic Services (01225 394452). A formal agenda will be issued 5 clear working days before the meeting.*

*Agenda papers can be inspected on the Council's website and at the Guildhall (Bath), Hollies (Midsomer Norton), Riverside (Keynsham) and at Bath Central, Keynsham and Midsomer Norton public libraries.*

# Economic and Community Development PDS Forward Plan

# Bath & North East Somerset Council

Anticipated business at future Panel meetings

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
<b>ECONOMIC AND COMMUNITY DEVELOPMENT POLICY DEVELOPMENT AND SCRUTINY PANEL: 28TH NOVEMBER 2013</b>				
28 Nov 2013	ECD PDS	Cabinet Member update	Cllr Ben Stevens	
28 Nov 2013	ECD PDS	Community Safety: British Transport Police	Sue Dicks Tel: 01225 477415	
28 Nov 2013	ECD PDS	Leisure Strategy	Marc Higgins Tel: 01225 396423	Louise Fradd
28 Nov 2013	ECD PDS	Medium Term Plan and 2014/15 Budget Update Report		Louise Fradd
<b>ECONOMIC AND COMMUNITY DEVELOPMENT POLICY DEVELOPMENT AND SCRUTINY PANEL: 23RD JANUARY 2014</b>				
23 Jan 2014	ECD PDS	Cabinet Member update	Cllr Ben Stevens	
23 Jan 2014	ECD PDS	Licensing support for Community Safety	Andrew Jones Tel: 01225 477557	



Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
6 Nov 2013	HWB			
23 Jan 2014	ECD PDS	Economic Strategy	John Wilkinson Tel: 01225 396593	Louise Fradd
23 Jan 2014	ECD PDS	Visitor Contribution	Officer to be confirmed	
23 Jan 2014	ECD PDS	River Trust update	River Trust representative	
<b>ECONOMIC AND COMMUNITY DEVELOPMENT POLICY DEVELOPMENT AND SCRUTINY PANEL: 13TH MARCH 2014</b>				
13 Mar 2014	ECD PDS	World Heritage Site management plan and heritage sites visitors	Officer/s to be confirmed	
<b>ECONOMIC AND COMMUNITY DEVELOPMENT POLICY DEVELOPMENT AND SCRUTINY PANEL: 22ND MAY 2014</b>				
22 May 2014	ECD PDS	Green Jobs in B&NES	Duncan Kerr	
22 May 2014	ECD PDS	Community Safety: Project 28	Sue Dicks Tel: 01225 477415	
<b>ECONOMIC AND COMMUNITY DEVELOPMENT POLICY DEVELOPMENT AND SCRUTINY PANEL: 17TH JULY 2014</b>				

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
17 Jul 2014	ECD PDS	Community Safety: Changes in Anti-Social Behaviour legislation	Sue Dicks Tel: 01225 477415	
<b>ECONOMIC AND COMMUNITY DEVELOPMENT POLICY DEVELOPMENT AND SCRUTINY PANEL: 25TH SEPTEMBER 2014</b>				
25 Sep 2014	ECD PDS	Community Safety: Safe Zones	Sue Dicks Tel: 01225 477415	
25 Sep 2014	ECD PDS	Delivery of the apprenticeships scheme	Officer to be confirmed	
<b>ECONOMIC AND COMMUNITY DEVELOPMENT POLICY DEVELOPMENT AND SCRUTINY PANEL: 20TH NOVEMBER 2014</b>				
20 Nov 2014	ECD PDS	Connecting Families update	Paula Bromley Tel: 01225 396984	
<b>FUTURE ITEMS</b>				
	ECD PDS	Magistrates		
	ECD PDS	Empty shops		
	ECD PDS	Broadband update		

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
The Forward Plan is administered by <b>DEMOCRATIC SERVICES</b> : Jack Latkovic 01225 394452 Democratic_Services@bathnes.gov.uk				

This page is intentionally left blank