

Democratic Services

Riverside, Temple Street, Keynsham, Bristol BS31 1LA
Telephone: (01225) 477000 *main switchboard*
Direct Lines - Tel: 01225 394411 Fax: 01225 394439
Web-site - <http://www.bathnes.gov.uk>

Your ref:

Our ref:

Date: 10th November 2011

E-mail: Democratic_Services@bathnes.gov.uk

To: All Members of the Resources Policy Development and Scrutiny Panel

Councillor John Bull
Councillor Manda Rigby
Councillor Colin Barrett
Councillor Charles Gerrish
Councillor Dave Laming
Councillor Chris Watt
Councillor Nigel Roberts
Councillor Paul Myers (substitute for Councillor Watt)

Chief Executive and other appropriate officers
Press and Public

Dear Member

Resources Policy Development and Scrutiny Panel: Monday, 21st November, 2011

You are invited to attend a meeting of the **Resources Policy Development and Scrutiny Panel**, to be held on **Monday, 21st November, 2011 at 5.30 pm** in the **Council Chamber - Keynsham Town Hall**.

The agenda is set out overleaf.

Panel members - please note there will be an Equalities briefing at 5pm.

Yours sincerely

Michaela Gay
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 Michaela Gay who is available by telephoning Bath 01225 394411 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 Michaela Gay 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 Michaela Gay 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.

Resources Policy Development and Scrutiny Panel - Monday, 21st November, 2011

at 5.30 pm in the Council Chamber - Keynsham Town Hall

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

Councillor Watt sent his apologies and will be substituted by Councillor Myers.

4. DECLARATIONS OF INTEREST UNDER THE LOCAL GOVERNMENT ACT 1972

Members who have an interest to declare are asked to:

- a) State the Item Number in which they have the interest
- b) The nature of the interest
- c) Whether the interest is personal, or personal and prejudicial

Any Member who is unsure about the above should seek advice from the Monitoring Officer prior to the meeting in order to expedite matters at the meeting itself.

5. TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

To announce any urgent business as 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.

The Chairman is minded to allow no more than 20 minutes on this item.

7. MINUTES - 12 SEPTEMBER 2011 (Pages 5 - 10)

To be confirmed as a correct record and signed by the Chairman.

8. KEYNSHAM TOWN CENTRE REGENERATION AND WORKPLACES PROJECT UPDATE (Pages 11 - 38)

There is no report attached. There will be a presentation at the meeting. Copies of the presentation will be available there.

The presentation will update the Panel about general progress but concentrate on the proposed financing arrangements for Keynsham Town Centre Regeneration and Workplaces Project as well as the results of the consultation exercise which are attached.

9. MEDIUM TERM SERVICE AND RESOURCE PLANS (INCORPORATING CABINET MEMBER UPDATE) (Pages 39 - 82)

The draft Resources Medium Term Service and Resource Plan (MTSRP) is presented for consideration by the Panel.

10. FUTURE WORKPLAN (Pages 83 - 90)

For the Panel to consider their future workplan.

The Committee Administrator for this meeting is Michaela Gay who can be contacted on 01225 394411.

BATH AND NORTH EAST SOMERSET

RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

Monday, 12th September, 2011

Present:- Councillors John Bull (Chair), Manda Rigby (Vice-Chair), Colin Barrett, Charles Gerrish, Dave Laming and Nigel Roberts

Also in attendance: Michaela Gay (Senior Democratic Services Officer), Vernon Hitchman (Solicitor to the Council Monitoring Officer Electoral Returning Officer), Angela Parratt (Head of Transformation), Andrew Pate (Strategic Director – Resources) and Ian Savigar (Head of Revenues & Benefits)

12 WELCOME AND INTRODUCTIONS

The Chairman welcomed everyone to the meeting.

13 EMERGENCY EVACUATION PROCEDURE

The Chairman drew attention to the emergency evacuation procedure.

14 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Councillor Chris Watt sent his apologies.

15 DECLARATIONS OF INTEREST UNDER THE LOCAL GOVERNMENT ACT 1972

There were none.

16 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

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

There were none.

18 MINUTES - 1ST AUGUST 2011

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

19 UNIVERSAL CREDIT AND NEW COUNCIL TAX BENEFIT SYSTEM

Ian Savigar – Divisional Director Customer Services and Graham Dove – Group Manager Customer Services, introduced this item and gave a presentation to the Panel covering the following: *(A full copy of this presentation is held on the minute book for this Panel – Democratic Services, Guildhall)*

- Welfare reforms/Timeline
- Scale
- Fraud Investigation Service
- Localised Council Tax Support
- What are we doing/can we do?
- Universal Credits
- Overall Issues
- What are we doing?

Panel members raised the following points and asked the following questions:

Councillor Gerrish asked if this government driven scheme would create extra work in revising direct debit payments. Ian Savigar explained that it was likely that there would be an impact on collection rates, there would also be 10% less funding. He explained that the authority would need to find £1million in order to continue the scheme as it is.

Following a question from Councillor Bull on the function of the authority, the officer explained that the Council would be working with the Job Centre to look at the person and not always send people down the digital route. He further explained that 17% of claimants at the Job Centre have used online facilities but with this new scheme the Government were expecting 80% (now lowered to 50%) of applications to be completed online. Members expressed their concern about this expectation. Councillor Gerrish stated that this scheme will add to the pressure on the most vulnerable residents. He added that there must be people who can help claimants fill in forms. He stated that he felt that the Government had got this wrong and must protect the most vulnerable. Graham Dove explained that he had told representatives at the Department of Work and Pensions (DWP) every month that 50% was too high an expectation but that they are determined to go down the online route.

Andrew Pate – Divisional Director Resources explained that this authority is good at helping people face to face and has an efficient service and has to be careful not to lose all of this experience in the new system. Ian Savigar explained that he did feel it was right in principle to have one system but that he was concerned about the delivery mechanism.

The Panel members raised the following points and asked the following questions:

Panel members discussed whether they should have a review on this. Councillor Roberts stated that he doubted whether much could be achieved with an internal review. Councillor Gerrish stated that the Panel could help to develop policy when the final version of what is being proposed is clear. He added that we should have a scheme the same as neighbouring authorities. The pros and cons of working with

other authorities was discussed. The Panel talked about holding a half day session on this issue where representatives from the DWP and Job Centre could be invited. Andrew Pate – Strategic Director Resources, explained that there were two issues, firstly Council Tax Benefit and secondly implementing and delivery of Universal Credits. He advised that a half day session would need to be at the right time to influence the agenda and that this would be in the new year.

Graham Dove explained that on 4th October 2011, representatives will put the case to the DWP about face to face delivery and officers will know more after this meeting.

It was **RESOLVED** that, subject to the availability of a relevant DWP representative, the Panel should hold a half day informal session (2012). Officers to investigate the possibility of a representative attending.

20 CHANGE PROGRAMME

Angela Parratt – Head of Transformation introduced the item and gave Members a presentation covering the following:

- About the Change Programme
- Change Programme benefits and deliverables
- How the work is managed
- Progress to date
- What's next?
- Challenges coming up

The Panel members raised the following points and asked the following questions:

Following a question from Councillor Barrett, Andrew Pate – Strategic Director Resources, explained that £8million is the recurring saving expected four years into the programme, this is on track.

Councillor Laming stated that he understood the dilemma of a spread of services with a few staff in each, he stated that the priority should be to cut services (rather than staff) such as the Mayor, Chair of Council or Council Connect. The Director explained that the Change Programme was about finding ways to do things better and the choices around budget savings were separate to this.

Nigel Roberts stated that there had to be boundaries to externalisation. Councillor Bull stated that the more that is outsourced, the harder it is for the local councillor. There was some debate around changes in the authority with Academies and Social Enterprise.

Panel members discussed the merits of joining with other authorities. The Director explained that there had been discussions around joining with other authorities for certain things and that these discussions would be ongoing. He explained that there was a partnership with Bristol City Council regarding procurement.

The Panel noted the report.

21 SCHEME FOR RETIRED COUNCILLORS

Vernon Hitchman – Divisional Director Legal and Democratic Services introduced the report.

Councillor Gerrish asked for advice regarding members making decisions on this report where they could have an interest. Vernon Hitchman advised that this was a technical interest but could not be seen as prejudicial.

It was **RESOLVED** to recommend to Council that a scheme for the Appointment of Honorary Aldermen and Honorary Alderwomen be approved with the following views:

1. The number of years qualifying service should be 12;
2. That cumulative service should be counted;
3. That service be counted on Bath and North East Somerset Council and its predecessor authorities;
4. That the scheme should apply to all former councillors irrespective of the date on which they left office; and
5. That the scheme be approved as set out in appendix 1 to the report.

22 CABINET MEMBER UPDATE

Councillor David Bellotti – Cabinet Member for Community Resources updated the Panel on the following:

- Elections will take place next year for a Police Commissioner. The Community Safety budget will come under the new Police Commissioner but it will remain the Council's role to scrutinize Community Safety. There were some questions such as would the new Police Commissioner be able to discontinue the taxi warden service. Councillor Bellotti explained that a detailed report would be sent to the appropriate Policy Development Panel along with a report to this Panel detailing the resources implications. Councillor Laming (River Champion) asked if river safety would come under the Police Commissioner's remit. Councillor Bellotti stated that he thought it would still be the Council's responsibility.
- Councillor Bellotti stated that he wished to clear up a misunderstanding regarding the funding of a Homelessness Hostel. He explained that he had not cancelled this project and the £3million, it had in fact not existed in the first place.
- Councillor Bellotti updated the Panel on Keynsham Regeneration – he explained that officers were already speaking to three or four major retail companies. He explained that he would have a full update at the November meeting of the Panel.
- The Cabinet Member updated the Panel on the budget, he explained that there was pressure in some areas such as mental health and adult services. He also explained that parking income was not as good as it had been in previous years.

The Panel members raised the following points and asked the following questions:

Following a question from Councillor Gerrish regarding pressures on the corporate estate, Councillor Bellotti explained that most shops are let and while there is not a problem yet, it is good to keep informed of this issue.

23 PANEL FUTURE WORKPLAN

The Panel noted the future workplan subject to the following:

‘Review of Electoral Services’ be removed from the January 2012 meeting. (There will be an informal meeting in the second half of December to look at the elections process. Invitees should include: agents; candidates; councillors and returning officers. Issues to cover to include: ballot paper issues; voter registration; access to polling stations and costs).

The meeting ended at Time Not Specified

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

This page is intentionally left blank

Keynsham Regeneration

Listening to Feedback



Page 11



Agenda Item 8

Keynsham Town Centre Regeneration Strategy

What You Have Said So Far...

These proposals have been informed by various consultations over the last few years. Over 2,000 people responded to the Town Plan Questionnaire in 2010; a Community Forum has been established and workshops with local groups took place earlier this year.



Introduction

Since its inception, the Keynsham Town Hall Regeneration Project has consulted with various groups (internal to the Council and external) to help develop the design to ensure it reflects the community and council's future needs.

This report outlines the consultation that has taken place to date, summarises the pre-application advice received from Development Team and considers feedback received at the public exhibition. It demonstrates how the proposals have evolved to take on board the main comments received.

Consultation Overview

Page 15

The Keynsham Civic Centre Community Focus Group was established in November 2010 to work in conjunction with the project team, acting as a sounding board during the design development and consultation, and providing a link to the community of Keynsham.

During the past 12 months the project team has benefited from:

- 5 x meetings with Keynsham Civic Centre Community Focus Group
- 2 x stakeholder workshops (March and May 2011)
- Treasure & Transform Exhibition & Presentation (Feb 2011)
- Session with The Keynsham Network (learning disability network)
- Session with Keynsham 'Time Out' (Youth Service)
- 2 x meeting with Disability Workers Challenge Group (joined by Equality B&NES for 2nd meeting)
- 12 x Internal user group
- 1 x Urban Regeneration Panel meeting

This culminated in proposals which were shared with the general public at an exhibition at the end of September 2011. The team were overwhelmed with the response to the exhibition, with over 1,000 people attending over six days.

In addition to this, the team has submitted two Pre-Application submissions to the Local Planning Authority and has attended a meeting with the full Development Team Review Panel, and 2 subsequent meetings with specific officers to develop the detail of the designs.

01

Local Planning Authority Feedback

The initial planning feedback has been very positive in support of the overall direction of the project.

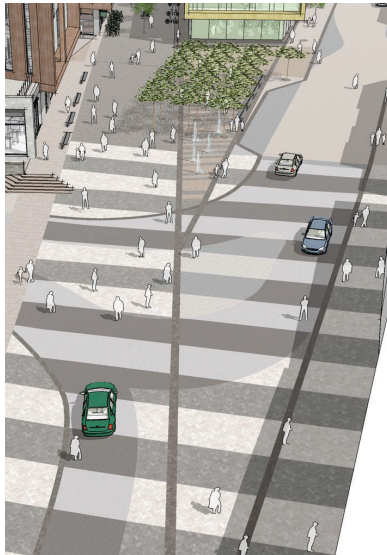
Reviewing the comments made by individual officers the principle of development and the uses proposed on the site have been accepted. The scheme is fully compliant with Core Strategy Policy KE1 & KE2.

The scale, bulk, mass and height of the proposed development in general have been accepted although more justification is needed in terms of reflecting the character.

Concern has been raised with regards to four main areas within the first pre-application submission. In summary these are shown right and are each addressed in the 'Responses' section of this report.

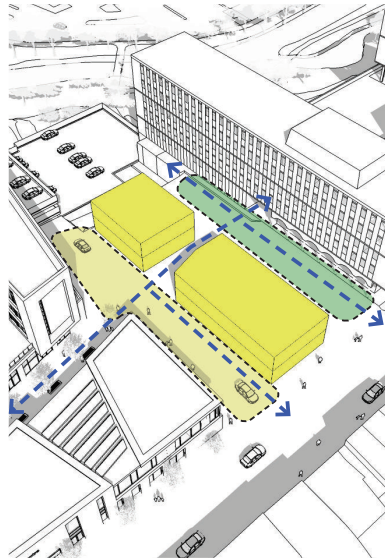
1. Develop the **design of the junction** at the top of High Street / Bath Hill

- Provide a more conventional highways design which can be tested but which has an emphasis on pedestrian priority



2. The **Site Masterplanning strategy** including:

- How the proposed development fits with and informs the adjacent sites including the Fire Station and Riverside
- How the positioning and form of the Civic Centre as a separate building contributes to the regeneration of Riverside and does not form a barrier to development



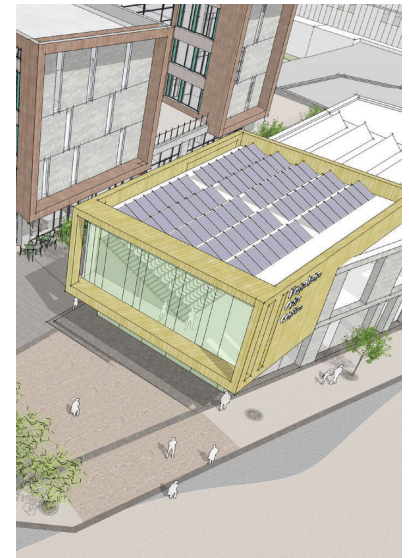
3. The site **Retail Strategy** including:

- Where is the best location for the Anchor Store?
- How the development addresses Bath Hill to ensure appropriate active facade design



4. The **Civic Centre building and associated public realm** including:

- Suitability as a 'Landmark'
- Opportunity to improve pedestrian flow around the building
- Opportunity for more active frontages
- Flexibility of the building to change



02

Public Consultation Feedback:

The headline messages from the public consultation event held in September & October 2011 are:

- **89%** of respondents are supportive of the overall masterplan proposals
- **71%** agreed that the buildings and layout have been designed to make best use of the site and relate to the surroundings
- **85%** thought a mix of sizes and locations of new retail units will improve the retail offer in Keynsham attracting a variety of new shops and complementing existing businesses
- **92%** thought that the presence of employment space in the new development is important for Keynsham
- **75%** respondents felt it would improve experience for pedestrians
- Extending the Civic Centre car park was the most popular choice for increasing car parking for employees in Keynsham

Below is a summary of the independent report by Avril Baker Consultancy (ABC) of the responses to the public exhibition. The full report will be available online.



Introduction:

This first round of public consultation, which followed the two earlier stakeholder workshops, was focussed around an exhibition which was on display on the Town Hall site, in Unit 9, the Centre, from 26 September - 1 October. A further session was held to tie in with the farmers market on Saturday 8 October to encourage people to participate and return final comments by 10 October. During the week of the exhibition the exhibition was open and staffed by B&NES and ABC during the day with two additional meet the team sessions when representatives from the project team were also available to talk to visitors.

Notifying the public:

An information leaflet about the project and the exhibition was produced and hand delivered to all households and premises in Keynsham. It was also sent/emailed to all those representatives of stakeholder groups and organisations who had been involved in previous consultation workshop events. Posters and leaflets were displayed in Council venues and sent to local shops and businesses. Press releases were issued by B&NES which resulted in coverage in The Week In, Bath Chronicle and the Bristol Evening Post. A public notice was also placed in The Week In.

Exhibition:

The consultation exhibition consisted of 16 display boards together with samples of some of the proposed building and paving materials. The boards provided background on the site in relation to the Town Centre Regeneration Strategy before moving on to explain more about the site itself and the project brief. There then followed a series of boards covering the draft masterplan, building design and materials, the landscape masterplan together with the new streets and spaces, community spaces and retail, parking and highways and a final board summarising the benefits to Keynsham.

The computer generated fly through of the scheme was also available at some sessions.

02

Public Consultation Feedback:

For those not able to view the exhibition in person copies of the consultation boards and comment form were available to view online on B&NES website www.bathnes.gov.uk/keynshamregen and bound copies were also placed in Keynsham Library and the Town Council offices.

Attendance:

Over 1,000 people came through the doors between 26 September - 8 October. This included a specific session for the Keynsham Business Association and a discussion session at the Time Out drop-in which was attended by some 40 young people. Following queries raised around disability access standards a specific session was set up with the chair of the Disability Workers Challenge Group and Equality B&NES to discuss access in and around the new streets and spaces.

Over 820 unique visitors were also recorded on the Keynsham Regeneration pages of B&NES website in the run up to and during the consultation (1 September to 10 October).

Looking at the information from those who completed comment forms (330) and provided further information 299 described themselves as local residents, 23 said they worked locally, 8 were visitors to Keynsham and 13 described themselves as other e.g visiting relatives, shopping, leisure.

Feedback:

Feedback was invited through completion of a comment form, B&NES website and through dialogue with members of the team who staffed the exhibition. By the stated return date of 10 October around a third of attendees, i.e. a total of 330 forms had been received, together with some additional emails and letters.

Overview:

Generally feedback was positive with a clear majority showing support for the overall masterplan proposals. There was also strong support for the landscape

strategy and treatment of new streets and spaces and feedback regarding potential uses and facilities in the One Stop Shop/Library building.

There were many additional comments and feedback regarding highways and parking issues. Overall there was strong support for more parking, particularly free short stay parking and some progress around the preferred highways solution though there are still a range of views as to how this would work in practice.

The area of most concern related largely to the design, scale and massing of the office buildings which some people felt were out of context with Keynsham as they knew it and that they were uncomfortable with such a contemporary solution.



02

Public Consultation Feedback:

Feedback by section:

Draft masterplan, building design and materials

Generally feedback was extremely positive with an overwhelming majority (89%) showing a level of support for the masterplan proposals, with 33% expressing support and a further 56% broadly supportive with some concerns and only 9% saying they were opposed.

71% agreed that the buildings and layout have been designed to make best use of the site and relate to the surroundings.

There was broad support for the One Stop Shop/Library building and retail elements but in some of the verbal and written feedback there were strong views around the design of the office buildings. These included comments about the height, blandness and box-like nature of the three blocks, which some felt resemble Riverside and are out of keeping with Keynsham.

There were calls for more visual interest and variety between these buildings and in the roofline.



There was strong support for most of the suggested building materials with 90% in favour of stone, 61% for lime render and 55% for timber. Only 43% said they agreed with metal cladding, however in the additional comments and verbal feedback others particularly liked the historic link with the brass industry and people were clearly interested in seeing brass used in other ways such as smaller feature areas or in public art.

Landscape masterplan, new streets and spaces

There was strong support for the landscape strategy and treatment of new streets and spaces with more than 75% agreeing with the design and landscape features of Market Square, Market Street and Park Street.

90% expressed support for new street trees in Bath Hill and Temple Street to improve the streetscape and enhance the town centre.

87% expressed support for new paving and landscape treatment to provide a high quality environment and help to link the High Street to Temple Street.

85% agreed with the landscape treatment of Park Street with new planting and trees, ramps and steps down to Bath Hill, improving connections to the park and greening this approach to the development. There were also comments about inclusion of more seating or a feature to create a meeting point and generally add life and activity to the area.

From the discussion with the Disability Workers Challenge Group and Equality B&NES both groups agreed that the ramps leading up through Park Street offered the best solution to the level change across the site. There is however a concern about the lack of kerb lines around the new junctions. Further discussions with the Equality B&NES and the RNIB are required.

Water feature

There were differing views about the location and design of the water feature.

02

Public Consultation Feedback:

Whilst in the comment forms over half supported this being in Market Square there were also various additional comments and verbal suggestions including ideas for instead siting this in Park Street or even possibly combining it with a clock. There were also concerns raised about vandalism, misuse, litter and the need for proper ongoing maintenance.

Library/One Stop Shop

The most popular service requested was the library which was specifically mentioned by more than half of all the respondents, followed by Council Connect and access to other Council services. The external service most requested was the Citizens Advice Bureau followed by the Police and jobs/employment advice.

There were many positive comments made around the potential for more community spaces and facilities particularly the multi-use performance space. This facility and scope for a range of activities such as showing films was also positively mentioned by the Time Out teenagers as was space for the display of historic artefacts.

Retail

85% thought a mix of sizes and locations of new retail units will improve the retail offer in Keynsham attracting a variety of new shops and complementing existing businesses.

67% agreed that a new anchor food retailer will help enhance the shopping experience at the southern end of the town centre and attract other new retailers into Keynsham with a wider range of views about the potential operator.

Employment space

92% thought that the presence of employment space in the new development is important for Keynsham.



Highways & Parking

Whilst views about the location and charges for parking differed there was broad agreement that there needs to be more parking especially to support this development and to avoid people parking in residents roads plus a strategy for dealing with what is likely to be additional B&NES staff parking.

When asked whether the preferred highways option will improve the experience for each group of users: there was support by 75% of pedestrians, 56% of bus users, 47% of cyclists and 46% of car users though in each case, other than pedestrians, there were around a third who were undecided or of no opinion.

Regarding additional parking at either Ashton Way, Bath Hill or the Civic Centre nearly half the respondents just ticked boxes instead of ranking choices making it difficult to give precise comparisons, though there were however some clear trends. Ashton Way was the most popular choice for shoppers and visitors receiving around three times the number of first choices when compared to the Civic Centre which came in second and Bath Hill East third, though Bath Hill East was the most popular 2nd/3rd choice over the Civic Centre.

02

Public Consultation Feedback:

For employee parking the Civic Centre just edged ahead of Bath Hill East as the preferred option with Ashton Way coming in a definite third place.

An overwhelming majority of 95% of respondents agreed that there should be free parking though there were differing opinions as to whether 2 hours was long enough.

Other

In discussions with the team there was interest from all age groups about a replacement clock as a feature/meeting point or piece of public art with various ideas from a traditional design through to a contemporary digital design as suggested by the Time Out group.

Additional comments:

There were hundreds of additional comments provided in the open text boxes after each question which also provide useful feedback and ideas plus verbal feedback reported by the team from the exhibition. More detailed analysis of these will be included in the full report.



03

Disability Group Consultation Feedback:

An essential part of the project brief is to make the new development accessible to all. There are various building standards that can guide this, however the team were keen to discuss the proposals with different user groups to ensure the building, new streets and spaces are fully accessible. At an early stage a session was held with the Keynsham Network - a forum for people with learning difficulties.

As a direct result of a request from this meeting, a “Changing Places” WC was incorporated into the design of the Library/ One Stop Shop building.

During the recent public exhibition the team had a useful initial meeting with:

- Disability Workers Challenge Group - a staff group advising the Council about the issues of disabled employees, in particular physical access to workplace facilities
- Equality B&NES - external advisory organisation providing a voice for disabled people across the district

At this stage of the process, feedback on the external areas were sought. Generally there was support for the concept of a pedestrian priority junction at Bath Hill / Temple Street, although it was felt that further consideration is required on the design of the approach to the junction to encourage slower speeds. There are concerns that the lack of kerbs would create an unsafe environment for the visually impaired. Although there are a series of ramps leading to the park, it was agreed that this is the best solution to deal with the level change across the site.

Further consultation will take place with these groups as the project moves forward on issues such as fixtures & fittings, internal colour palette, layout of office space.



Design Response to Consultation

Page 23

This report draws out some of the key issues from the various discussions that have taken place.

The following pages demonstrate in more detail how the proposals have changed and evolved to take on board these issues.

A summary of the 10 Key Issues are listed below:

Local Planning Authority:

- 01 Extend the site masterplan strategy to include how the scheme informs the Fire Station & Riverside sites
- 02 Develop the design of the High Street / Bath Hill junction
- 03 Make the Civic Centre more of a Landmark building with a better relationship to Temple Street
- 04 Improve the environment along Bath Hill and create an active frontage

Community Engagement:

- 05 The design of the office buildings to address comments about the height, blandness and box-like nature of the three blocks, which some felt resemble Riverside
- 06 Improve connections to the park and create active spaces to improve natural surveillance of Park Street
- 07 Provide a replacement for the existing Clock Tower
- 08 Provide additional car parking spaces

Disability Groups:

- 09 Slow traffic on approach to the main junction through the treatment of the road surface and an increase in the number of street trees
- 10 Consider kerb lines and pedestrian safety

01

Extend the site masterplan strategy to include how the scheme informs the Fire Station & Riverside sites

Although this will not form part of the planning application, Aedas have produced an indicative masterplan redevelopment concept for the Riverside and Fire Station sites.

The location of the Civic Building and the creation of a new pedestrian street alongside this was conceived from the beginning of the project as a strategy for improving the viability of the Fire Station site for redevelopment, and also as a strategy to remedy the existing problems with Riverside, which include the under-used secondary frontage to the East and the extremely poorly positioned entrance to the Leisure Centre.

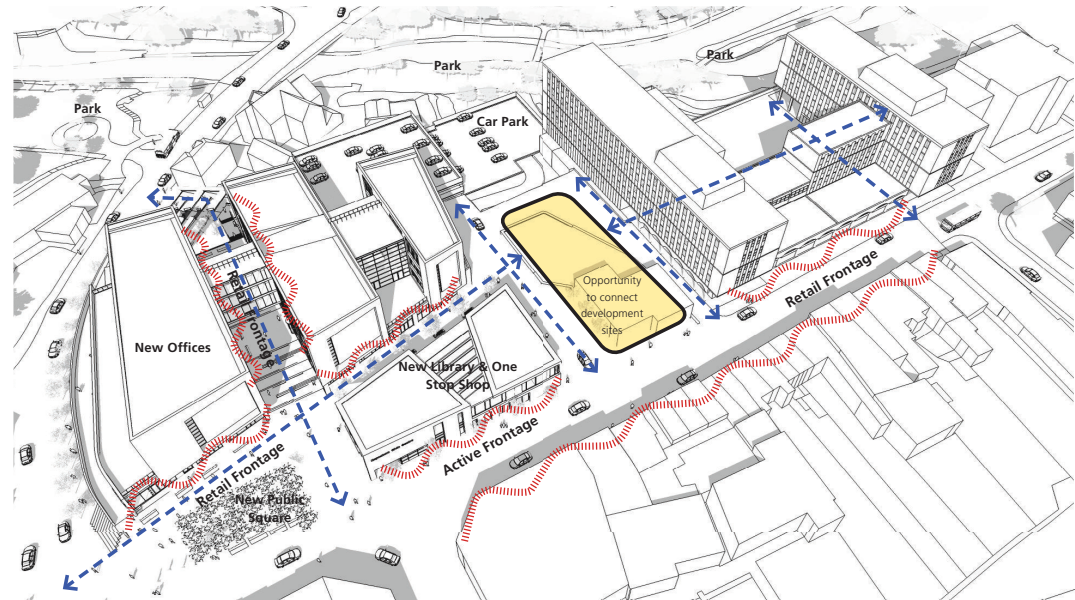
The urban design strategy taken is critical to enabling the redevelopment of Riverside in a coherent way.

The existing Riverside building has good orientation, a narrow plan depth and adaptable concrete frame structure which makes it suitable for a variety of other uses.

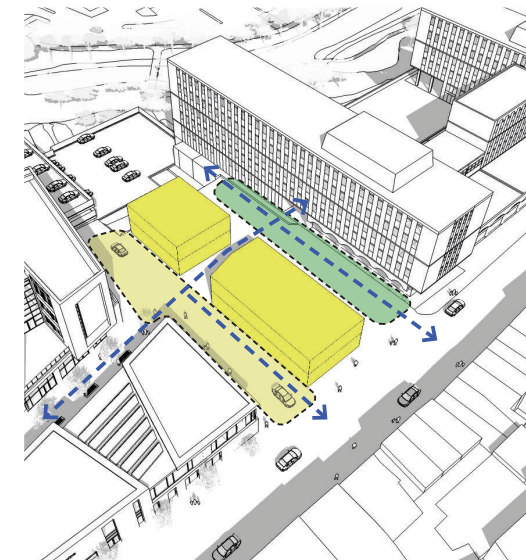
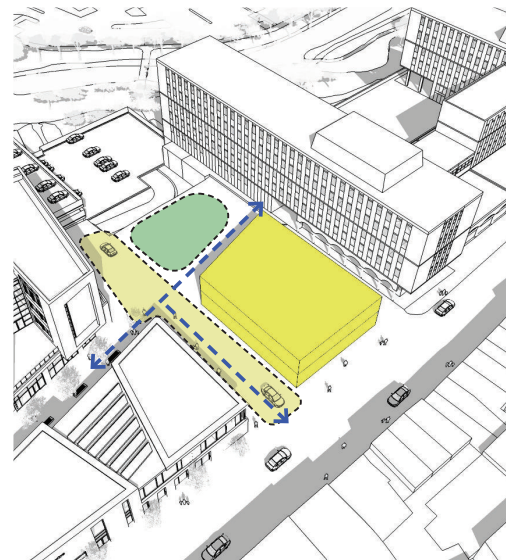
Some possible uses could include:

- Conversion to residential flats
- Refurbishment as offices
- Conversion to Student Residences / Flats

The site has good access to the park, multiple entrances and good active frontages. Combined with the redevelopment of the fire station site and the new shops and library on the Town Hall site this could easily become a valuable development site as Keynsham's prominence grows within the Bristol / Bath conurbation.



Site masterplan : creating connections



Possible development options for Fire Station site

02

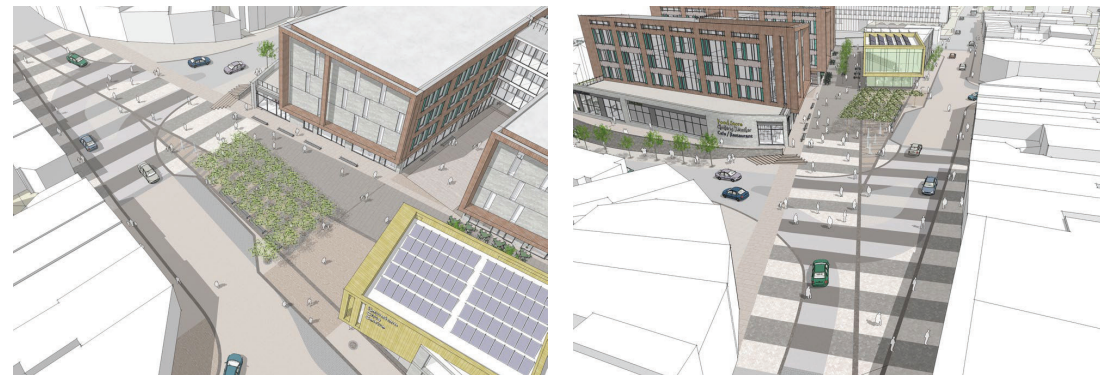
Develop the design of the High Street / Bath Hill junction

The concept has changed to address the highways department concerns about a full 'shared space' junction (mixing cars and pedestrians) to a pedestrian priority junction.

The following key features help to create a pedestrian friendly high quality public realm and improve pedestrian flow from High St to the new shops & spaces:

- One way High Street with left turn only
- Raised table junction
- Separate carriageways with a pedestrian refuge in the middle
- Tactile paving edge to define hazardous zones
- Providing a 'safe' space in the centre of the junction which is sheltered by trees

Transport modelling work is currently underway to assess the junction design and flow of traffic around Keynsham.

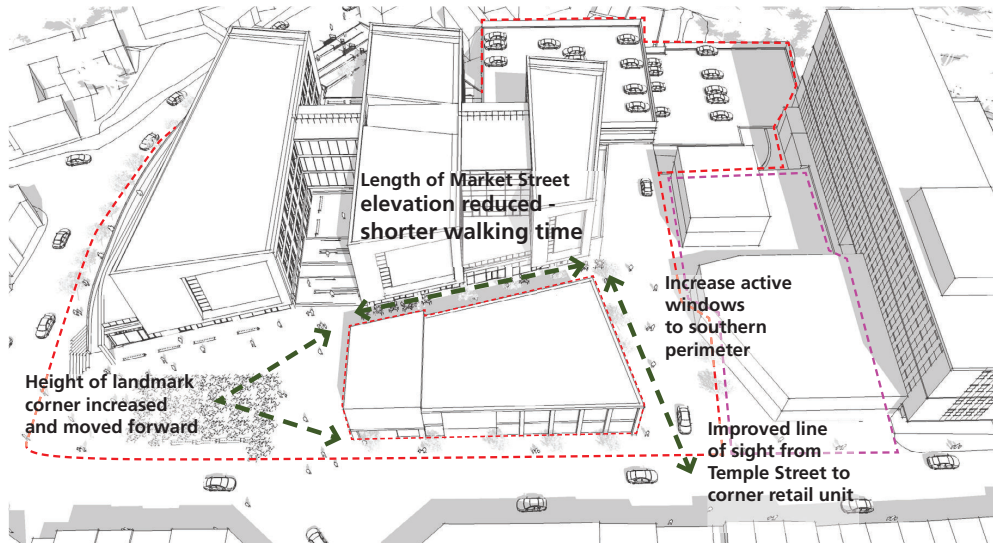


03

Make the Civic Centre more of a Landmark building with a better relationship to Temple Street

The following amendments have been made which address the Development Teams comments:

- Southern facade angled back to improve pedestrian flow and provide increased visibility to the retail units on Market Street
- Building height kept low at 2 storey to remain in keeping with the existing townscape of Temple Street
- Northern (front) end of the building projected further forward to improve visibility from key views & vistas
- Multi purpose space at first floor increased in height to create a taller, more landmark building
- Cladding of front of building changed to copper-aluminium sheet metal cladding which has a golden yellow colour. It is in keeping with the office Brass cladding, reading as part of the same family of buildings while maintaining its own landmark identity



Projecting multi purpose space has been rotated to better relate to the High Street and new Market Square



Internal view of flexible Library / One Stop Shop space

04

Improve the environment along Bath Hill and create an active frontage

Significant improvements have been made to the public realm along Bath Hill.

More space has been given over to the public footpath by reducing the width of the vehicle carriageway. A split level pavement has been created which connects up to the terrace that faces east towards the park.

This scissoring path offers the following opportunities:

- Stepping up breaks up the mass of the new development
- There is the potential for dual frontage retail
- It creates a retail 'circuit' linking back round to Park Street
- Level delivery access from a designated delivery lay-by on Temple Street
- Fire escape from the rear of the shops
- Better signage opportunities for the large retail units
- Links in with the terrace with views over the park

Additional small units have been introduced within the stone base accessed from lower Bath Hill. These are envisaged as small commercial or retail units similar to the estate agents and solicitors offices located on the site next door.

New tree planting is provided along with new paving to significantly improve the quality of the public realm.



Upper level retail terrace including leisure/cafe use with external space



New commercial units along Bath Hill with new street trees and reduced road width

05

The design of the office buildings to address comments about the height, blandness and box-like nature of the three blocks, which some felt resemble Riverside

As shown at the exhibition the design of the offices is influenced by many factors including:

- Consideration of the scale and mass of the surroundings
- Sensitivity to local history and materials
- Optimisation of the building form to create a sustainable, naturally ventilated building

The proposed facades must balance these often competing factors in order to ensure that the building is not just highly performing in terms of technical requirements but also a well designed, characterful addition to the town.

Height & Form

The size of the development requires a multi storey solution if the scheme is going to be able to deliver the required amount of office accommodation as well as the new retail space and high quality public streets and spaces.

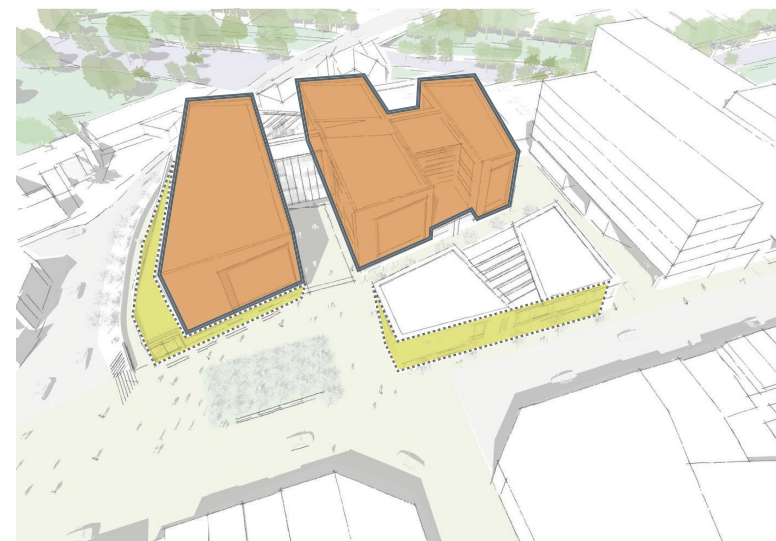
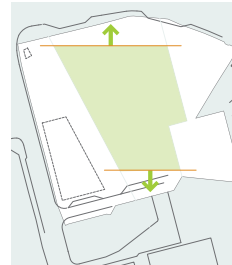
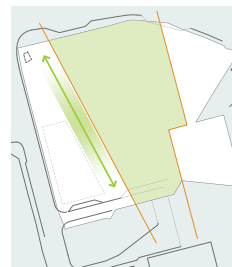
In contrast to this a low rise, high density scheme would have completely filled the site in order to provide the same level of accommodation and would not be able to deliver the high quality public realm improvements.

The design seeks to marry up the requirements of a multi storey scheme with consideration for the 2 storey character of the surrounding streets by setting the bulk of the offices back from Bath Hill through the use of a retail podium, and from Temple Street by the introduction of the 2 storey Civic Centre.

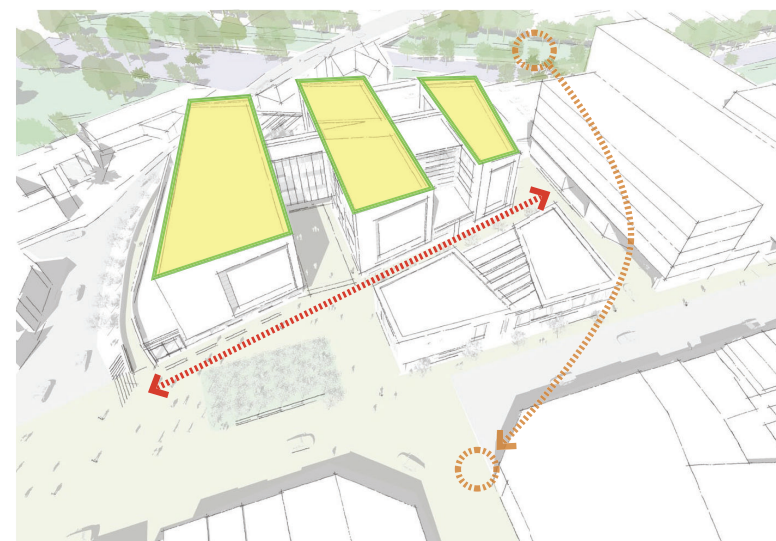
The diagrams on the right show how the form of the buildings and streets has been derived by reconciling the strong urban grain of Temple Street with the optimum orientation for creating a low carbon, naturally ventilated building.

Through the use of materials and texture the building design has been amended to address peoples perceptions about the scale and mass of the buildings. These changes are described further on the following pages.

Narrow wings break up the mass of the building and provide windows for cross ventilation:



The taller buildings are set back from Bath Hill and Temple Street. The 2 storey retail podium and civic building masks the height of the offices.



Roofs pitched south to allow installation of photovoltaic panels to generate electricity. Roof pitch also aids natural ventilation to remove the need for air conditioning.

05

Roof Profile

A number of people raised concerns about the buildings having flat roofs. Unfortunately the drawings presented at the exhibition seem to have misrepresented the design which have one way pitched roofs.

This mono-pitch roof form is a response to the solar orientation and is part of the strategy to create naturally ventilated low energy buildings to meet the councils carbon reduction targets.

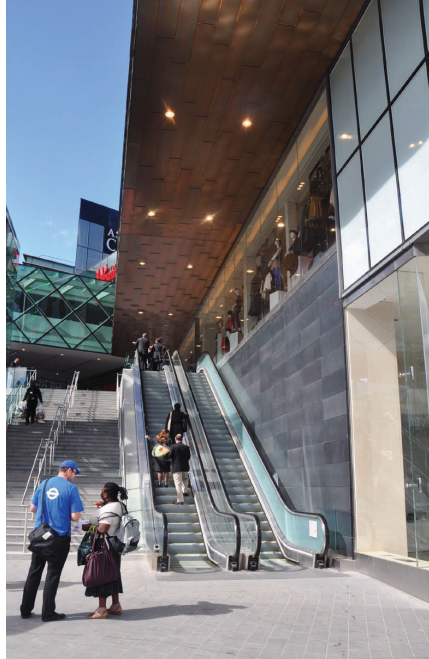
The heights of the buildings have been carefully considered in relation to the street widths and are of an entirely appropriate proportion for an urban site.

The way that the buildings project out past the retail podium is a response to requests in earlier Stakeholder consultations held in March and June for the buildings to provide covered and sheltered areas similar to the roof canopy which currently exists along Temple Street.

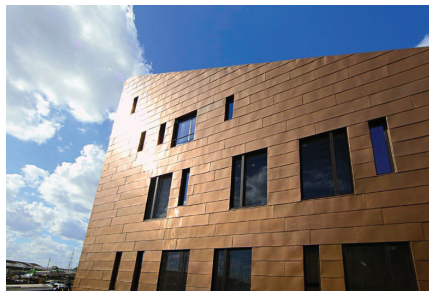
Facade Treatment

Following the consultation the design of the office elevations has been reviewed in order to address peoples concerns.

Many people commented that the facades seemed 'flat' and 'straight' with the East and West elevations which face the Park and Temple Street criticised for being 'bland'.



Example of brass soffit providing cover for shopping



Colour and texture created by hand formed brass cladding

The following changes are proposed in order to address peoples concerns:

- **Materials:** By far the most popular material at the public consultation was the Blue Lias stone which will be used extensively on the retail podium and on the Civic Centre. The verbal feedback at the exhibition events was that people were concerned about the use of timber because of the way that it greys with age. The Brass cladding seemed to polarise opinion and was in part misrepresented by the images produced for the consultation. Many people were particularly concerned with the way that the buildings will weather and how they will look in many years time. Of all of the materials consulted on the brass will weather extremely well requiring very little maintenance and will give a highly textured, natural and hand made quality to the buildings.



Example of brass clad projecting balcony

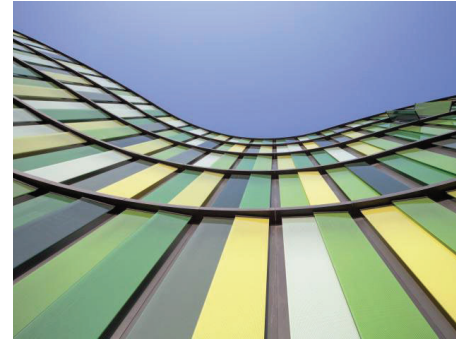
- **Scale:** It is proposed to change the orientation of the standing seam metal cladding to horizontal since the vertical cladding was felt to be accentuating the height of the buildings. The window arrangement has also been amended from 3 storey vertical panels to horizontal bands.



Buildings given a horizontal emphasis to reduce the perceived height

05

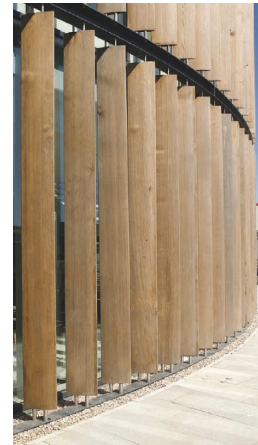
- **Relieve 'flatness' & 'straightness':** The requirements for an efficient and cost effective office dictates the need for straight walls, however the design has evolved to provide some relief in the facade, particularly the north elevation facing Bath Hill. Projecting bay windows and recessed double height glazing will give the impression of the windows punching in and out of the flat facade.



Example of coloured glass panels

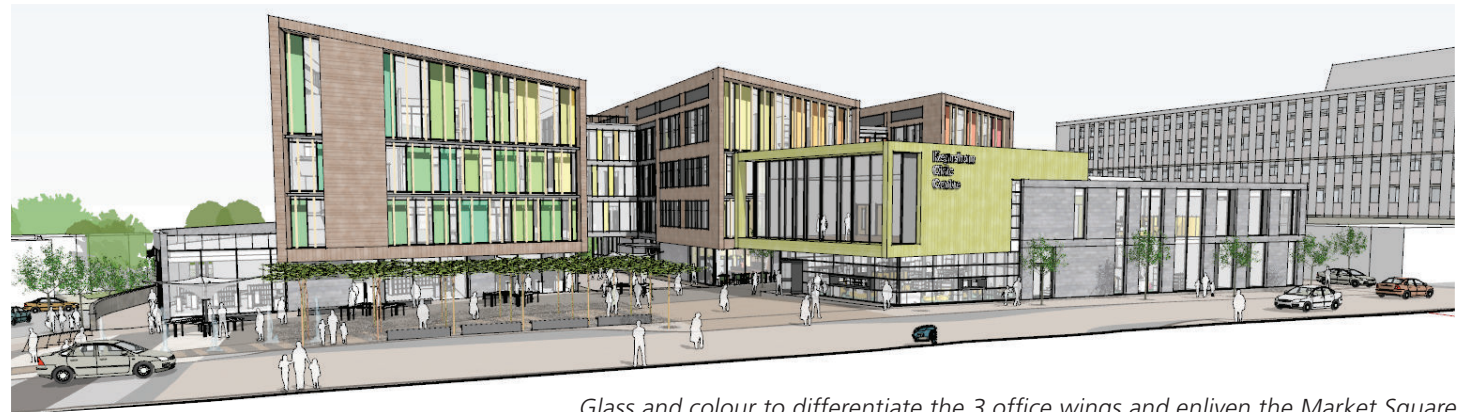


Horizontal seamed cladding with recessed or projected bay windows to articulate the elevation



Example of timber shading fins

- **Less 'boxy' or 'bland':** The East and West facades have been the most radically rethought in order to create a more exciting and individual look for the buildings. All East and West facing elevations are now proposed as glazed, either as a clear window or as a coloured glass panel. The use of colour in the facades will help to enliven the buildings and also create individuality and more visual interest between each of the 3 wings. A number of options for possible colour palettes are currently being considered.



Glass and colour to differentiate the 3 office wings and enliven the Market Square

05



1. Standing seam brass cladding changed to horizontal seam to reduce perceived height by giving buildings a horizontal emphasis
2. Windows tied together in horizontal bands rather than vertical bays
3. North elevation windows changed to projecting bay windows and deep reveals to reduce 'flatness' of facades
4. Retail wraps around corner to increase active frontage on Bath Hill & amount of stone cladding increased elsewhere



1. Civic centre height increased to form more of a landmark
2. West elevation amount of brass cladding reduced and shape amended to accentuate pitched roofs
3. Amount of windows increased to improve activity in the facades and coloured glass panels introduced to enliven the buildings facing the public square
4. Location identified for public art clock
5. Retail wraps around corner to increase active frontage on Bath Hill & Park Street
6. Junction design amended to increase pedestrian priority area further down Temple Street

06

Provide a replacement for the existing Clock Tower

There was interest from all age groups about a replacement clock as a feature/ meeting point or piece of public art with various ideas from a traditional design through to a contemporary digital design as suggested by the Time Out group.

The project team are keen to progress this idea and various options have been considered as to where a replacement clock could be sited. These include a free standing structure or locating it on the Civic Centre, however the suggested location is the West facade of the office building (shown below). This fits within the strategy of enlivening the East and West facades of the office buildings through the use of glass and colour.

The next step in developing this part of the project will be commission an artist with a background in large scale public works to produce a bespoke design for the building which will draw upon Keynsham's heritage.



Suggested location for new clock



Example clock face on brass shingle cladding

07

Provide additional car parking spaces

Analysis has shown and consultation has confirmed that there is a need to provide additional car parking spaces to meet the requirements of the new office accommodation.

The team has considered the options for extending car parking in more detail to determine the preferred option moving forward. Each option was considered against:

- Impact on the Conservation Area
- Operational benefits
- Public opinion

Option	Assessment
Option 1: Deck Bath Way	Essential shoppers car park Currently operating under capacity Not suitable for employee parking
Option 2: Deck / Extend Bath Hill	Visual impact of car park structure on river valley and park Restricted covenant currently prevents deck extension Visual impact from adjacent houses Significant impact on Conservation Area
Option 3: Extending existing Civic Centre car park	Public's preferred location for increasing employee car parking Has potential to provide some but not all spaces required

On these grounds the team consider Option 3 to be the preferred. In addition to this, the team is looking at how the existing car parks could be optimised to increase the number of spaces within the town centre. Further details will be presented at the feedback session on 9th and 10th December.



08

Improve connections to the park and create active spaces to improve natural surveillance of Park Street

The access from Bath Hill up into the development is via a series of landscaped steps and ramps. This provides code compliant wheelchair and buggy access.

The following changes to the design have been made since the public consultation:

- Planting areas between the ramps will be planted with willows, osiers and dogwood species to reflect the heritage of basket making in the Chew Valley
- The ramps will form the slower, more gentle approach to the development around a central stepped route. Places to stop and rest have been included to enjoy views of The Park

The most significant change is the proposed creation of a new play space for children which will be overlooked from the café terrace and Park Street. The equipped play area for children 5-10 years old will provide:

- An enclosed slide and timber play furniture
- A sand pit and sand moving play features
- Musical play elements
- Seating for parents and guardians
- A stepped seating area to be used as information gathering space
- Space for ornamental planting as part of Keynsham in Bloom



09

Slow traffic on approach to the main junction through the treatment of the road surface and an increase in the number of street trees

The design has been amended to introduce surfacing between the junction of Bath Hill / High Street / Temple Street and the junction of Temple Street / Rock Road which indicates that drivers are within a pedestrian-priority area.

Consideration has also been given to the transition areas between the current arrangement and the pedestrian-priority junction; this is being worked-up in further detail in consultation with user groups.

As part of this work, particular consideration is being given to the point of 'transition' on Bath Hill – this is likely to occur at or around the new pedestrian crossing linking the site with the park.

A 'Stage 1 Road Safety Audit' has been undertaken, which raised no 'in principle' issues with the design.

Detailed design matters will be safety audited at Stage 2, post-planning, in line with the requirements of the Design Manual for Roads and Bridges (DMRB).

Page 35



New George Street, Plymouth



Ashford, Kent



View of pedestrian priority zone around Bath Hill, Temple Street & Rock Road

10

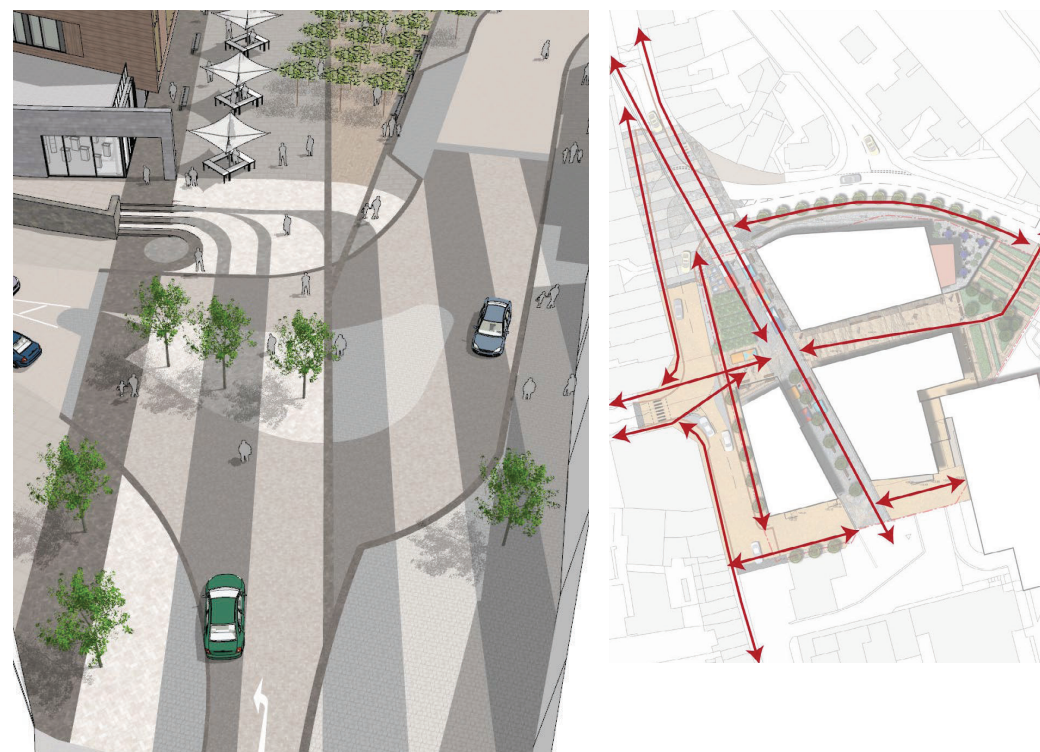
Consider kerb lines and pedestrian safety

As previously noted, the Road Safety Audit raised no issues with the potential for the junction of Bath Hill / High Street / Temple Street to be 'at grade'. Subsequent discussions have been held with Equality B&NES and these have helpfully led to a meeting which is currently being organised with RNIB.

The discussions with Equality B&NES have resulted in an the introduction of a different surfacing treatment to include the Temple Street / Rock Road junction, as the removal of the existing pedestrian crossings was considered to be problematic for users with visual impairments.

Consideration of other changes to details of the design, including whether kerb upstands are required, and how to provide a strong indication to all users that they are entering a pedestrian-priority area, will follow the forthcoming meeting with RNIB.

Page 36



Level pedestrian priority space

Predicted pedestrian routes

Next Steps

Page 37

Members of the public will be invited to see how their comments have shaped the proposals before a planning application is submitted.

There will also be an exhibition, including a physical model, of the planning application once submitted.

Further meetings will take place with the Keynsham Civic Centre Community Focus Group to help shape the next consultation exercise which will include feedback on the public exhibition as well as options for the provision of parking within the town centre.

On submission of a planning application, the proposals will be exhibited in Keynsham and will include a physical model of the scheme. A Statement of Community Involvement will be submitted with the planning application detailing all of the consultation that has taken place and how the proposals have responded to the feedback.

Aedas

Architecture

Aedas Architects Ltd
8th Floor
Clifton Heights
Triangle West
Bristol BS8 1EJ
United Kingdom

T +44(0)117 9299146
F +44(0)117 9297457
E bristol@aedas.com
aedas.com

Bath & North East Somerset Council		
MEETING:	Resources Policy Development & Scrutiny Panel	
MEETING DATE:	21 November 2011	AGENDA ITEM NUMBER
TITLE:	Medium Term Service & Resource Planning – 2012/13-2014/15	
WARD:	ALL	
AN OPEN PUBLIC ITEM		
List of attachments to this report:		
ANNEX 1 – Draft Resources Medium Term Service & Resource Plan 2012/13-2014/15		

1 THE ISSUE

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

- (1) To ensure all members of the Panel are aware of the context for Service Action Planning
- (2) To enable comment on the strategic choices inherent in the medium term plan
- (3) To enable issues to be highlighted for consideration in January by the Panel as part of the service action planning and budget processes
- (4) To enable issues to be referred to the relevant Portfolio holder at an early stage in the service planning and budget process

2 RECOMMENDATION

The Panel is asked to:

- (1) Comment on the medium term plan for Resources
- (2) Identify any issues requiring further consideration and highlighting as part of the service action plans and budget reports to be considered in January by the Panel
- (3) Identify any issues arising from the draft plan it wishes to refer to the relevant portfolio holder for further consideration

3 FINANCIAL IMPLICATIONS

- 3.1 This report sets the framework for the service planning and budget processes relevant to this Panel for the next 3 years. The financial implications are set out in the enclosed annexes.

4 THE REPORT

- 4.1 This report forms part of the service and resource planning process. As set out in the enclosed medium term plan (Annex 1), the next steps include:
- (1) Service Action Plans being presented to January PDS Panels.
 - (2) February Cabinet budget recommendations to Council
 - (3) February Council approval of budget and Council Tax setting.
- 4.2 The draft Medium Term Service & Resource Plan for Resources is attached as Annex 1, and includes its own appendices (appendix 3 shows the anticipated financial and staffing impacts of the plan).
- 4.3 The Panel needs to consider the implications of this medium term plan and make recommendations to the relevant portfolio holder(s) and Cabinet. Where the panel wishes to either increase expenditure or reduce savings targets alternatives should be proposed.

5 RISK MANAGEMENT

- 5.1 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.

6 EQUALITIES

- 6.1 Service Action plans will be subject to Equalities Impact Assessments as they are completed.

7 CONSULTATION

- 7.1 The corporate implications of this report have been considered by Strategic Directors Group (SDG) including the *Section 151 Finance Officer; Chief Executive & Monitoring Officer*
- 7.2 Further consultation has taken place as part of the previous Corporate Plan process and a new plan is being developed. A budget fair took place on 31st October and feedback from the fair has helped inform the draft plan.

8 ISSUES TO CONSIDER IN REACHING THE DECISION

- 8.1 All the following issues are relevant to service and resource planning: *Social Inclusion; Customer Focus; Sustainability; Human Resources; Property; Young People; Human Rights; Corporate; Health & Safety; Impact on Staff; Legal Considerations*

9 ADVICE SOUGHT

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

Contact person	<i>Andrew Pate Strategic Director – Resources Tel: 01225 477377</i>
Background papers	<i>Corporate Plan & Sustainable Community Strategy</i>
Please contact the report author if you need to access this report in an alternative format	

This page is intentionally left blank

MEDIUM TERM SERVICE & RESOURCE PLAN RESOURCES

Customer Services, Improvement & Performance, Finance, Legal & Democratic, Policy & Partnerships, Property, Risk & Assurance, IT and Transformation

2012-13 until 2014-15

Introduction

This plan shows the changes that are already taking place and proposals for the future in response to the key influences and challenges facing the Resources Department and Legal & Democratic Services.

This plan is one of a series of plans that make up the Council's **Medium Term Service & Resource Plan**:

- Resources (this plan)
- People & Communities
 - Children's
 - Housing, Health & Social Care
- Place
 - Service Delivery (Planning, Transport, Waste, Highways, Libraries, Tourism Leisure & Culture)
 - Development & Major Projects (Economic Development & Project Management & Delivery)

A separate document summarises the main financial assumptions and parameters (See Appendix 5).

The **external and corporate influences** on this plan can be summarised as follows:

- Cuts in public expenditure and reduced council budgets – this is the second year of the 2010 Government Comprehensive Spending Review – savings have been 'front loaded' and are very challenging
- There is a key demographic change with a projected 40% increase in the older population by 2026 creating a significant additional financial pressure
- Government expectation that councils will continue to deliver further efficiencies
- Changes in Government legislation, regulations and guidance: there are some simplifications and some new scope for local decision making but at the same time radical and demanding changes such as:
 - Localism, Planning Reform, new grant funding to support local government (less money and less types of grant),
 - return of Business Rates growth to local government, new Benefits system (Universal Credits and Council Tax Benefits),
 - Incentives for growth (new homes bonus, regional growth fund, Business Rates growth, Local Enterprise Partnerships).
 - The Council will also be taking on significant statutory functions for Health and Wellbeing in the area and the connected strategies and Boards.

The Council will be publishing a new corporate plan in 2012. It will include a new vision and objectives and explain how we will efficiently direct our resources to address the

issues that matter to the area and its people. The Council Change Programme remains a key driver for internal efficiencies and improvements in services to customers. It also targets priorities and needs as well as initiatives to join up services between public agencies.

Further detail about these external and corporate influences is given in Appendix 4.

Staff Resources & Finances

The services incorporated in this plan are listed below together with related staff numbers. Changes start with this as the base position (September 2011):

	Gross £m	Net £m	Staff FTE
Public Facing			
Customer Services	4.441	2.660	125
Commercial Estate	2.436	(12.827)	
Registration and Electoral Services	0.675	0.210	16
Strategic & Commissioning			
Strategic Director / Chief Exec	0.833	0.812	7
Policy & Partnerships	2.676	1.925	28
Risk & Assurance (inc. Internal Audit)	1.378	1.163	23
Transformation & ICT Client	0.853	0.737	3
Improvement & Performance (inc HR)	3.519	1.718	44
Members Allowances	0.874	0.874	
Traded Services	5.413	0.054	142
Support Services			
Finance	3.858	1.135	84
ICT (inc People Services)	5.734	(0.897)	0
Legal & Democratic Services	2.746	0.818	42
Property Services (incl Corp Estate)	16.099	7.421	122
Total cash limit	51.535	5.863	650

Notes:

- (1) The gross figures are before income including government grants.
- (2) The above table does not include Avon Pension Fund for which the Council is the lead authority and the finances for the Fund are planned and managed separately.
- (3) Both People Services (payroll and day-to-day HR transactions), plus ICT are carried out by a private sector partner, namely Mouchel, under a contract and staff numbers are not included.
- (4) All the figures in this table include recharges from other support services

A copy of the current draft future capital programme is attached as Appendix 1.

Key Proposed Changes – Years 1 to 3 – 2012/13 to 2014/15

The main national and local drivers for change for the Council and for the Resources Department are as set out in Appendix 4.

The **underpinning approach** in Resources in response to these drivers for change is to:

- lead the Change Programme to reshape the organisation
- improve accessibility, quality and efficiency of customer services
- tailor support services to needs & to changing shape of the Council
- rationalise and improve assets
- develop the Council's commissioning approach
- maintain tight financial control and excellent financial planning

It is important to note that less than half the department is providing support services and also the size and importance of the customer facing services as well as the strategic and commissioning roles.

The focus remains on efficiencies and preparing for fundamental change in most areas. Substantial savings were achieved in 2011/12; in the order of 10% of gross spend in many services. The Change Programme will help achieve further efficiencies in 2012/13 but a new way of working – a new target operating model - will be needed in 2013/14.

The **changing shape of the Council** provides challenges notably the creation of a social enterprise (Sirona) for community health and social care and the creation of academies.

In 2011/12 the creation of the social enterprise has affected about 15% of the department's workload. Staff have either transferred or service level agreements been created to support the social enterprise. There is a transition period of about 18 months whilst the new organisation sets up its own support service capacity and further staff transfers may take place. So far the change has been achieved with a minimal net cost to the support service function of about £100K which has been offset by other efficiencies.

Further pressure will arise from the impact of the creation of Academies and the review of the Local Education Authority role.

The amount of work carried out for the social enterprise (Sirona) activities before it was created and the amount carried out for schools and the LEA roles is set out below:

	Social Enterprise		Schools & LEA	
	£	%	£	%
• <i>ICT</i>	<i>0.405m</i>	<i>7</i>	<i>0.314m</i>	<i>5</i>
• <i>People Services</i>	<i>0.028m</i>	<i>6</i>	<i>0.040m</i>	<i>8</i>
• <i>Other HR</i>	<i>0.183m</i>	<i>12</i>	<i>0.288m</i>	<i>19</i>
• <i>Finance</i>	<i>0.673m</i>	<i>25</i>	<i>0.324m</i>	<i>12</i>
• <i>Legal</i>	<i>0.010m</i>	<i>1</i>	<i>0.032m</i>	<i>1.5</i>
• <i>Audit & Risk</i>	<i>0.007m</i>	<i>1</i>	<i>0.020m</i>	<i>5</i>
• <i>Property Services</i>	<i>0.087m</i>	<i>1</i>		

Transitional arrangements have been set up for all the social enterprise activity and some permanent changes have been made. Generally the ending of the transitional arrangements in 2013/14 will need to see additional costs being avoided and plans have been developed to achieve this although in the case of ICT more work is needed on the strategy.

Similar work will need to be undertaken in respect of academies and LEA changes so that as far as possible there is no impact on the Council's overall finances. This is increasingly challenging as there is a loss of economies of scale. There are some corporate activities that will need to remain irrespective of the size of the activities that support services underpin. The structure of the department will increasingly recognise this.

The approach for customer facing services is as follows:

In **Council Connect plus Revenue & Benefits** - a radical approach is continuing to enable very substantial service improvements and low costs. The approach uses lean systems thinking and puts all the emphasis on getting it right first time for the customer and focusing on those with the highest needs. The achievements are greater than would be seen through traditional shared service approaches, involve far lower levels of investment, are providing immediate payback, and enable better integrated local provision of service including face-to-face advice. The accessibility and speed of these services has greatly improved and is now best practice.

The introduction of a new local Council Tax Benefits system in 2013 and the gradual implementation of Universal Credits from the same year has the potential to set all of this progress back.

Our one stop shops play a key role but if Universal Credit (which includes replacement of Housing Benefits) is only available from a Government web site or large call centres local access for vulnerable people to these services will be greatly undermined. There are also risks for the integrated one stop shops that the Council is developing. In addition there are challenges for staff that may need to transfer to the Department of Work and Pensions.

In the case of Council Tax Benefits the role stays with the Council but local schemes (there could be more than 300 across the country if councils do not work together) plus less funding will cause risks. The funding will be 20% less for working age claimants and if the Council chooses to fund this it would cost over £1M. This may not be affordable.

Plans are well advanced for a new one stop shop in Lewis House in Bath opening in 2012. Similar changes are planned for Keynsham in 2014 linked to the creation of a new library on the Town Hall site. The ability of customers to self-serve on the web is also improving and the role of the Council Connect call centre is evolving. The emphasis remains on making services more accessible for all, providing choice of how to get information, but also using resources wisely.

In the case of the **Commercial Estate** high quality service has been maintained throughout the recession with low levels of voids. This approach continues as it is an essential means of protecting Council income. The estate generates over £12M of net income for the Council and contributes to the rich pattern of retail in Bath. The Council owns more than 50% of the City Centre retail premises. The

other main focus for **Property** is supporting the growth agenda and bringing forward some of the Council's key sites for development.

In the case of **Registration and Electoral Services** the focus will continue to be on expanding and improving the range of services offered to the public whilst minimising the cost of provision consistent with maintaining a service that competes effectively with other areas for business. New duties concerning local referenda will also need to be supported.

Details about these and other service changes are set out in Appendix 2.

For the **strategic and commissioning** services within the department the approach is as follows.

Excellent **financial planning** remains a top priority as does supporting and enabling the various changes across the Council – the **Change Programme** - all of which are heavily demanding on advice. Support is being provided to setting the Council's priorities and updating the Sustainable Community Strategy & Corporate Plan.

Improvement & Performance division - The Communications and Performance Teams have been significantly downsized and re-shaped to meet the changing needs of the organisation. The Communications Team is now focussing on transforming the website, the Performance Team has created a new streamlined performance framework albeit further changes will be required, and the HR service has a major focus on co-ordinating and supporting the organisational change work associated with budget reduction and job losses.

The **Policy & Partnerships** division is leading the work on the development of a strategic commissioning approach across the Council that ensures that services are designed around local needs, commissioned in line with Council priorities, involve the most effective forms of community engagement, focus on cross-cutting themes from the Sustainable Community Strategy such as equalities and climate change and effectively target scarce resources across our local strategic partnership. This division also manages community safety (which will be affected by the creation of Police and Crime Commissioners) and Commissions with a range of providers and organisations.

The **Workplaces** project (less but more up-to-date offices with better customer access) continues to deliver and is led by Property. Integrated office space for Health and Social Care staff has been delivered. Lewis House has been much improved with flexible working arrangements built in; Plymouth House and Trimbridge in Bath have both closed saving 16% of space. The Hollies in Midsomer Norton is currently being improved. This is all part of the plan to implement better access to services, flexible working across the Council, reduce space requirements by about 40%, reduce costs by between 10% and 20% and carbon impact of offices by 70%.

There are 4 main aspects of **Risk and Assurance**: Procurement, Audit & Risk, Business Continuity & Emergency Planning and Information Management. The Audit & Risk team provides an independent and effective internal scrutiny function which reports to the Audit Committee. That Committee also receives information from the external auditors, the Audit Commission, albeit a change of auditors will take place when Government plans for the abolition of the Commission are finalised. Procurement is an increasingly important service and has delivered

over £1.5M of savings in partnership with services over the last 18 months and by working closely with Bristol more savings are being targeted. Business Continuity & Emergency Planning continues to help services in coping with major incidents such as severe weather and help the organisation be prepared for its role in recovery actions following a civil emergency. Information Management functions controls over 100,000 physical files and has helped reduce storage space in offices by 50% with a new records recovery service. In addition it is helping the organisation deal with the government's transparency agenda and provides direct support in protecting both individuals and the Council's information through compliance with various statutes, i.e. Freedom of Information & Data Protection.

In the case of **ICT** the strategic plan is also to help reduce the number of systems used in the Council, save on license costs, save on administration costs and invest in a simpler ICT architecture. A new ICT roadmap will be delivered in 2012 to guide savings and investment. Significant savings are being targeted.

The statutory roles of Section 151 officer and Monitoring officer will also need to be maintained.

The main changes for **support services** include:

Finance, HR, ICT and Legal Services must reflect the needs of front line services and are being rationalised and simplified wherever possible. This needs to be done whilst maintaining adequate levels of service. The service levels also need to reflect demands including from Sirona and Academies plus a reshaped LEA role when that occurs.

Democratic Services are responding to the new Council arrangements and any future changes whilst seeing a reduction in senior staff.

Property maintenance and improvement of assets is managed by Property for most Council assets and is kept to safe levels to protect their condition and less office space is helping to reduce costs. Disabled Access remains a priority and lots of progress has been made including improvements to the Roman Baths last year.

Trading services including printing, catering and cleaning are also managed within property and are generally performing well. The emphasis will be to ensure that they continue to break even and to act promptly if not.

Some transactional aspects of Support Services are already delivered by our private sector partners, **Mouchel**. They are responsible for the Council's ICT and People Services (mainly payroll and HR transactions). Consideration is being given to the extension of their contract which was provided for when the contract was originally let. Alternatives are also being considered.

Most of the transactional support services are relatively centralised but aspects of ICT and finance are being considered to see if more centralisation would deliver savings.

Finances & Service Impacts

The service impacts of the changes are set out in the attached impact analysis at Appendix 3.

The following targets have been set for the next three years:

- 2012/13 £1.636m (including £0.457m agreed growth)
- 2013/14 £0.658m (excluding unavoidable growth)
- 2014/15 £0.729m (excluding unavoidable growth)

When unavoidable growth is added in for 2013/14 and 2014/15, savings in both years in excess of £1M will be required as well as absorbing inflation on non-pay items. Pay has been assumed to remain unchanged in 2012/13 but increase by only 1% after that. The unavoidable growth in 2012/13 is itemised in Appendix 3 and is mainly associated with contract inflation, pay increments and loss of Government grants. This means the real savings in each year will need to be in the region of 5% of gross spend.

The targets for 2013/14 and 2014/15 are indicative and will be reviewed in the light of the Council's priorities which are under review. The extensive list of changes affecting the Council in 2013, as detailed elsewhere in this plan will also require this review. The aim will continue to be to maximise savings from the Change Programme and efficiencies, plus to minimise the reductions in front line services, albeit this is becoming increasingly difficult. Detailed savings plans for 2012/13 and 2014/15 have yet to be established but the direction of travel is set out in this plan.

The proposals to meet 2012-13 targets can be categorised as follows:

- » Change Programme £1.072m
- » Cashable Efficiencies £0.273m
- » Additional Income £nil
- » Reduced Service Levels £0.225m
- » Discontinued Services £nil

The main **reduced service levels** for 2012/13 are detailed in the impact analysis at Appendix 3 and the key items under consideration, over and above efficiency savings are:

- Community Safety: The Council and Police have in the past received direct funding – including from central government - to develop joint plans and projects through Community Safety Partnerships. However, the overall policy context is shifting, with the introduction of directly-elected Police and Crime commissioners, the ending of central government performance frameworks and the projected removal of identified Government funding for community safety. A net saving of £95,000 is proposed to the Council's contribution to this budget, amounting to a 50% reduction.
 - This will mean a co-ordinating role, mainstreaming community safety priorities across services and focusing on both the needs of the most vulnerable victims of crime and Anti social behaviour and areas where there is potential to secure most impact.
 - The aim will be to maximise the potential of joint funding and shared teams, for example working with the Police and Somer on Anti-Social Behaviour and ensuring that the Council helps deliver through its enforcement powers.
 - Aim to protect the taxi marshalls service and work with the Business Improvement District to secure the appropriate level of involvement from them

- There will be a focus on ensuring that resources are pooled - e.g. through Community Budgets – to maximise impact on the most vulnerable victims and reduce re-offending.
- Likewise, the CCTV service will remain but efficiencies will be sought from the move to a new control centre.
- The new Police and Crime Commissioner when elected in October 2012 will be invited to consider how local priorities community safety can best be met.

Other efficiencies include the following, and if managed successfully there will be minimal impact on service levels:

- Voluntary Sector Grants – a £60,000 cut is being considered and can be achieved without unduly reducing the contribution these grants make to the achievement of agreed outcomes for the community.
 - There remains additional funding available to support community initiatives through the community enablement fund (Government Reward Grant from the old Local Area Agreement system plus a local contribution and, at the time of writing, over £1M remains available as a 'one off'. This funding is being dealt with through the Local Strategic Partnership.
 - A community budgeting initiative is being considered by the People & Communities department to join up support and interventions especially for families with multiple needs.
 - A review of funding for the 3rd sector (social enterprise, community and voluntary groups) is underway to ensure that the impacts on this sector from changes across the Council are co-ordinated and that the impacts are appropriately considered.
- A saving of £70,000 or 40% of the Equalities budget is proposed. This will be achieved by reduced staffing and a reduction in the corporate reasonable adjustment budget which means that services, elected members and strategic partners will need to address issues of inequality, discrimination and unfair treatment in employment and service delivery with significantly less advice, guidance and support. Services will have reduced opportunity to supplement their own budget when having to provide alterations to the working environment for Disabled staff
- Cleaning – office cleaning is being cut by £50,000 – equivalent to 20% - through efficiencies including in cost of materials and additional savings are being achieved in the workplaces programme as a result of less office space arising from office closure – recently Trimbridge and Plymouth House in Bath and more intensive use of Lewis House following its refurbishment.
- Catering – Services to schools and social care (community meals) are in line with the requirements of those services. The only net cost to the Council is the subsidy of the canteen at Riverside Keynsham and the catering for functions service. Both subsidies are to be removed giving a saving of about £50,000 albeit options are being explored to retain a break out area with perhaps snacks and hot drinks at no or minimal subsidy in Riverside.

The remaining savings reflect the principles and approaches set out in this plan and principally stem from the Change Programme. The following issues and risks should be noted.

- Procurement savings from the involvement of that service – which is now operating in partnership with Bristol – arise in service budgets across the Council

and to date (over the last 18 months) savings in the region of £1.5M have been achieved. This is helping Services meet their targets.

- A £60,000 saving is being achieved through a further 15% reduction in Audit & Risk as part of preparations to move to a new shared service with neighbouring authorities.
- The savings in IT and HR depend on the outcome of negotiations with Mouchel as well as initiatives to rationalise systems. The savings are £350,000 and £60,000 and although considered to be achievable are challenging.
- Other savings although challenging are generally already being progressed through the Change Programme.
- In addition to the above, and not shown in the Impact Statements, an additional £300,000 is being realised by Property from the Commercial Estate through lease reviews. This is an estimate of what the normal approach will generate but is also assisted by some restructuring of existing leases. This number has been treated as corporate and is offset by the impact of Sirona being created on corporate overheads - £100,000 and a technical adjustment involving capitalised salaries which now have to be charged to revenue of about £200,000.

Performance

There have been significant changes in the performance regime in the last 18 months. An initial reduction in the national performance framework has been replaced by a number of service specific requirements in Adult Health & Social Care and Public Health. Further national performance frameworks are anticipated to emerge in the future. National inspection frameworks in Adult and Children's Services (CQC and OFSTED) are continuing.

The Council has developed a new performance framework which meets service specific national requirements and also provides local performance information to support effective decision making. This incorporates value for money (VFM) and benchmarking where information is available and a corporate VFM judgement continues to form part of the annual audit of accounts.

Currently, it is not possible for councils to compare their relative overall performance as this information is now not gathered nationally. However, continuing local monitoring indicates that levels of performance have been broadly sustained.

Workforce Planning

Although a wide range of service activities is covered by this medium term plan, there are common themes in terms of workforce planning:

- Over the next 2-3 years, there will continue to be a reduction in overall staffing levels across the department as a result of efficiencies and changing, reducing or stopping some activities. The scale of staff savings, the percentage and timing of reductions will vary between divisions. Overall staff savings are likely to be in the order of 36-40 FTE posts. in 2012/13 and similar reductions in future years.
- Service delivery changes across the Council e.g. the impact of academies, a changing LEA role, developing the commission role in respect of adult social care etc. will impact upon both strategic and support services throughout the period of this plan with the possibility of further staff reduction and/or transfers once current transition arrangements have concluded.

- The reviews of the delivery models for the trading services – printing, catering and cleaning, may result in a change in employer for these staff and operational efficiencies will continue to be sought. The focus in 2012/13 will be on how to deliver printing and aspects of catering (functions and the canteen). Preparations will also start next year for other trading services to commence from 2013/14.
- A range of measures utilising the Council's Organisational Change Policy & Procedures, will be deployed to minimise job loss and compulsory redundancy including vacancy management, redeployment, flexible retirement etc. Early and careful planning together with sound staff and union consultation will help to mitigate the potential impacts. However, it should be recognised that over time this process is likely to become more difficult and it will be increasingly important to pay careful attention to staff morale, wellbeing and motivation.

All of the services across the Department are looking at future organisational models that are aligned with and support the future direction of travel of the Council. Whilst implementation dates will, of necessity, vary, it is envisaged that these will all be in place by the end of the period covered by this plan.

The greater emphasis on commissioning and working with communities will require the enhancement of skills and development of new competencies for staff in these divisions with a greater focus on advice, guidance and consultancy both within the Council and the wider local community. Areas already identified and being developed include:

- Commissioning & procurement skills
- Business planning and financial awareness
- Analytic, diagnostic and interpretive skills
- Lean systems and other process evaluation skills
- ICT Systems training
- Strengthening interpersonal skills
- People Management in complex situations

The Improvement & Performance service will continue to lead on the design and delivery of the Organisational/Workforce Development Programme to ensure that staff are supported through this change process. This incorporates specific skills training associated with new roles, leadership and middle management development opportunities as well as support for staff at risk of redundancy. Coaching, mentoring and action learning are crucial to the success of this part of the OD programme. The underlying intention continues to be the development of in-house change management skills to minimise the use of external consultancy support.

Medium Term Options – 2013/14 to 2014/15

The previous sections set out the direction of travel. It is very difficult to be precise about these two years as there is so much fundamental change. The aim will be to review the medium term plan early in the 2012/13 period and to rebase budgets in the light of the emerging information:

- New government grant system and return of local business rates growth to local Councils and new savings targets - albeit these will still flow from the last comprehensive spending review in 2010.
- Agreement of the Core Strategy for land use in the district which affects growth.
- Agreement of the new Corporate Plan and Sustainable Community Strategy.

- New local Council Tax Benefits system and subsidy arrangements.
- National system of Universal Credits that incorporates Housing Benefits and subsidy arrangements.
- National funding arrangements for Academies and locally proposed structure of LEA role.
- New health commissioning arrangements following the demise of PCTs.
- New Police Commissioners.
- New Local Enterprise Partnership investment plan.
- New pensions arrangements following the Hutton review.

All of the above will take full effect in 2013 except perhaps much of the pensions changes (which may be partially implemented and fully implemented in 2015). This level of change is unprecedented in recent years and of course remains in the context of the financial cuts arising from the public sector deficit. The new grant system and subsidy arrangements make forecasting particularly difficult. However, the default assumption is that a 5% cut in gross expenditure will continue (on average) in each year with no allowance for inflation and restricted pay awards.

Longer Term Options – Years 4 to 10

The longer term solutions are more speculative and will in part be driven by the wider agenda for local government, city regions, demand pressures on social care (with an aging population), climate change issues but also the growth and economic prosperity opportunities arising from an expanding population.

The proposed changes in the next 3 years are radical and will set the agenda for some years to come.

Public expenditure reductions will continue for some years to come. Most of the remaining expenditure cuts will probably be over the next 3 years but after that tight control over public expenditure is likely to need to continue.

The Council's role as an enabler and commissioner so that local people have access to the right services is central to the changes described here. The changes in schools and health and social care alone will radically take this agenda forward over the next 3 years.

Approval of this plan

This plan has been considered by the Community Resources Policy Development & Scrutiny Panel (CPR O&S) in November 2011.

The Portfolio holder for Resources will review it after that so that changes will be incorporated prior to January when Service Action Plans will be considered by the Panel.

The various plans will be brought together for consideration by the Panel in February and then Cabinet with budget recommendations made to the February meeting of Council.

Appendices

Appendix 1 - Capital programme

Appendix 2 - Service specific changes at Divisional level

Appendix 3 - Impact of proposed budget changes

Appendix 4 - Key national and local drivers for medium term plans

Appendix 5 - Council's financial context

More information about:

The Change Programme, the existing Sustainable Community /Strategy and Corporate Plan can be found on the Council's web site www.bathnes.gov.uk .

APPENDIX 1

CAPITAL PROGRAMME

Support Services Capital Programme

	2012/13 Draft Budget for Approval £'000	2012/13 Draft Budget for provisional approval £'000	2013/14 Draft £'000	2014/15 Draft £'000
Property & Facilities				
Corporate Estate Planned Maintenance	905		905	905
Risk Assessment/Disabled Access (DDA)	552		552	552
Disposals – Blue Coat House	10		0	0
Disposals Cost of Sales - General	280		0	0
Disposals Cost of Sales – Children's Serts	0		0	0
Property Developments – Saw Close	184		18	0
Property Developments – General	0	213	128	110
Total	1931	213	1603	1567

Funded by:

Capital Receipts	2104	1598	1567
Service Supported Borrowing	40	5	
Total	2144	1603	1567

Corporate Capital Projects delivered by Property Services

	2012/13 Draft Budget for Approval £'000	2012/13 Draft Budget for provisional approval £'000	2013/14 Draft £000	2014/15 Draft £000
Workplaces Programme				
Keynsham New Build	7726		19937	7612
The Hollies	0		0	0
Lewis House	431		0	0
Fit Out One Stop Shop			0	0
Other Workplaces projects	402		336	808
Total	8559	0	20273	8420

Funded by:

Service Supported Borrowing*	833		
Other	7726	20273	8420
Total	8559	20273	8420

Notes:

Appropriate funding mechanism for Keynsham Regeneration scheme is being explored including use of internal balances and capital receipts. The offices element of the new build accounts for just under 50% of the construction costs. Final designs will take into account the local consultation.

Appendices

SERVICE SPECIFIC INITIATIVES AT DIVISIONAL LEVEL

Public Facing Services

- *Revenues & Benefits*
 - *Achieving savings in Revenues & Benefits through system thinking reviews and transferring activity into the front office to get it right first time*
 - *Participating in Release 1 of the Customer Service Workstream to deliver additional efficiencies and customer improvements such as e-billing*
 - *Introduce lower benefits levels linked to local housing allowance changes from 2011 and 10% reductions in Council Tax benefits (plus local discretion) announced in the CSR from 2013*
 - *Work with the DWP to introduce unified benefits (Universal Credits) over the next 10 years and look to secure the key role that our integrated front office has in terms of access to advice and services*
 - *Develop plans and continue to lobby for the ability to act as a Pilot site for the delivery of (face-to-face aspects of) Universal Credits from October 2013*
 - *Develop plans for implementing localised Council Tax support with effect from April 2013, including policy advice, administering the necessary consultation process & understanding the relationship with Universal Credit plans*
 - *Develop closer working with Housing Services to support administration of the social fund & Discretionary Housing payments*
 - *Implement any recommendations arising from recent consultation on plans to implement a National Fraud Investigation Service*
- *Customer Access*
 - *Implement the scheduled releases of the Customer Service Workstream involving all services that provide customer advice, and that have significant customer contact, to release £1M of cumulative annual savings and to provide a more integrated public service for customers*
 - *Through the Customer Services Workstream implement standardised, simplified solutions to enable channel shift to cheaper & more effective methods where appropriate, working across services*
 - *Develop the Communications Hub in the basement of Lewis House to deliver flexible and proactive service delivery*
 - *Implement a new corporate telephone strategy for the Councils,*
 - *increased focus on front line face-to-face support for vulnerable customers and customers with complex needs, especially when associated with 'life events'*
 - *work with the workplaces project led by Property to develop improved front offices in each of the 3 main locations (Bath, Keynsham, Norton Radstock) – Lewis House Bath in April 2012, Hollies MSN phased, Keynsham 2014*
 - *Continue to develop working relationships with partners to work jointly from our one stop shops or other community locations to deliver integrated public services*

- *Develop closer working relationships with Job Centre Plus in order to effectively deliver Universal Credits and Localised council tax*
- *Property (including Commercial Estate and Council owned development sites)*
 - *Reduce property management costs whilst maintaining basic levels of maintenance.*
 - *Continue to rationalise assets and identify and maintain the required level of capital receipts through the strategic asset management of the Council property assets.*
 - *Continue to manage the commercial estate in order to increase income, effectively manage voids and continue to reduce levels of debt.*
 - *Lead on delivering the Workplaces project to reduce office accommodation needs by 40%, produce a reduction of 70% in the carbon footprint and achieve 10% to 20% annual savings in running costs.)*
 - *Lead on the Keynsham town centre regeneration scheme, thus providing a catalyst to the regeneration of the town as a whole.*
 - *Work with Development and Major Projects on the joint project “Planning the Future: Funding the Future” the purpose of which is to produce a deliverable framework within which to deliver viable and sustainable developments on Council owned and other sites within the City.*
- *Avon Pension Fund*
 - *To respond to the changes and recommendations coming forward following the Hutton review of public sector pensions as these may be applied to the Local Government Pension Scheme.*
- *Registration and Election Services*
 - *Expanding and improving the range of services offered to the public whilst minimising the cost of provision consistent with maintaining a service that competes effectively with other areas for business.*
 - *Taking forward initiatives for income generation.*
 - *Exploring options for service redesign in the medium term.*
 - *Absorbing new duties concerning referenda*
- *Democratic Services*
 - *Through the Overview and Scrutiny function facilitating and supporting public involvement and Council-wide input to the development of policies and programmes*
 - *Enabling and improving public access to all aspects of the democratic process through the implementation and development of new web based systems, including e-petitioning, text alerts and improved content design*

Strategic & Commissioning Services

- *Policy & Partnerships*
 - *Developing the Council's approach to Community Led commissioning working with partners and local communities to engage communities in the delivery of their priorities while helping the Council deliver its responsibilities.*
 - *Provide the policy lead on environmental sustainability and the low carbon economy for the Council and across the local partnership. This includes: driving carbon and energy cost reduction activity; creating community capacity for carbon cutting action and tackling fuel poverty; enabling new local sustainable energy production and increasing demand for low carbon businesses and skills.*
 - *Mainstreaming equality issues across the Council and enabling services and commissioners to identify the equalities issues of the work they do or planning. Developing the Council's approach to localism and the Big Society, encourage alternative models of delivery with, in some cases, a less direct role for the Council, focus community safety on high risk areas and on mainstreaming activity across the Council in preparation for the introduction of the Police and Crime Commissioners. Develop Partnership working in the area and in particular the next steps from the Local Strategic Partnership framework and lead work on the new Health and Wellbeing boards which will be a key new function for the Council.*
 - *Producing the Council Corporate plan and helping it set out its vision for the future and how it proposes to work with the Community to deliver that vision.*
- *Improvement & Performance*
 - *Organisational Development Programme – including culture development and support to the design and implementation of future management arrangements, Workforce Development – support to services in the effective development and deployment of staff resources as they rationalise and reshape.*
 - *Transforming the website to provide:*
 - *More interactive capability to deliver better customer services and significant financial savings.*
 - *Increased opportunities for community engagement helping people do more in their own community.*
 - *Further develop social media to provide information, improved engagement and encourage increased participation in the community.*
 - *Further simplify the performance framework providing the Leadership with independent corporate challenge and information to manage the Council and become more transparent and accountable to citizens.*
- *Risk & Assurance*
 - *Widening the shared service for procurement with Bristol City Council from Corporate areas to include Property, construction, waste, transport and leisure. At least £2M cumulative annual savings can be achieved using*

category and demand management along with other solutions such as improving our procure to pay systems and extended use of framework contracts and online catalogues.

- *Support the Strategic Commissioning approach being developed through the Change Programme with the use of intelligent gateways to manage commissioning of services through a long-term strategic commissioning lifecycle.*
- *Implementing a shared service approach to internal audit and risk management to deliver savings and increase access to specialist skills.*
- *Integrating risk & assurance indicators into the new performance management framework and develop benchmarking analysis for support services.*
- *Complete the provision of an actively managed records management service through 3 bespoke units to reduce storage needs in Council offices by 50% and manage all of the Council's physical records with capacity for up to 200,000 files to support the Workplaces project.*
- *Improving transparency and opportunities for SME's and the local economy to trade with the Council through the use of 'free' electronic contract portals and a full e-tendering system.*
- *Take forward the government's transparency agenda by publishing increasing amounts of detailed information, i.e. contracts, salaries, assets, needs assessments and performance and statistical data.*
- *The transparency agenda will also support high levels of demand for FOI requests and help services proactively publish information for the benefit of the community in supporting the localism agenda. This also assists the development of knowledge management within the organisation linking back to our strategic commissioning approach.*
- *Integrating incident management for emergencies into the communications hub that will be part of the one stop shop, CCTV, urban traffic management and Council Connect facility in Lewis House in 2012.*

- **Finance**

- *Maintain strong track record of prudent financial management and high quality of management and statutory financial reporting.*
- *Support the Council to deliver a Balanced Budget.*
- *Providing appropriate financial advice and support to the Council's Change and Capital Programmes, including the development of a small, flexible team to support these increasingly complex areas.*

Trading Services

- *Investigating alternative options to deliver traded services to meet both the demands of, and reducing budgets of, service users and consider whether in some cases the private sector would be in a better position to deliver these services.*
- *Responding to the changing demand as a result of the impact of academies and changes in health and social care delivery.*
- *Considering and responding to impact of potential reduced funding available for community meals from social care budgets.*
- *Ensuring traded services continue to at least break even and benchmark competitively.*

Transformation Service

- *Continue to update and refine the Change Programme governance arrangements to ensure the leadership of the programme remains clear.*
- *Continue to support the design and implementation of work streams within the Change Programme.*
- *Carry out programme and project management review across all work streams to ensure programme cohesion, check dependencies and benefit delivery is on track. Support Children's Services service re-design as it progresses its systems thinking review.*
- *Enable any further systems reviews that are agreed including those that flow from the customer services workstream.*
- *Deliver the ICT target operating model ensuring it meets the requirements of the Change Programme, delivers significant savings and simplifies our ICT estate i.e. same or better service for less cost.*
- *Ensure that investment decisions in technology represent quality and value and are customer focussed.*
- *Ensure continued security compliance and assurance including the move to public service network.*

Support services – including Finance, ICT, Legal & HR

A common approach applies to all support services:

- **Advice services** *will be simplified and tailored to meet the demands of service users; in some cases that may mean significant reductions (mainly after 2011/12) particularly as the Council changes shape.*
- *In the short term HR, Finance and legal advice will be more in demand than ever as the Council needs support for reducing its staff levels to meet financial constraints and its separately for the Change Programme as well as working with new organisations like the social enterprise.*
- *Within Finance this will require a significant restructuring of the service as systems and processes are standardised and simplified, particularly in the area of management accounting.*
- **Transactional services** *will increasingly be centralised, especially in Finance (creditor payment and income collection) & ICT – we will use the simplify standardise and share methodology to drive this. The Procure to Pay Project and Income Collection Review project will be used to drive this forward in the finance areas.*
- *Consideration will be given to extending the Mouchel contract (in line with the process envisaged when the contract was originally let) and also to alternatives. Any extension will be with significant improvements to target efficiencies built in. Benchmarking of alternatives will take place at the same time so that the final decision is based on a sound business case.*
- **ICT systems** *in the department will be reviewed against the ICT technology strategy and roadmap and savings delivered.*
- *Lean work in Revenue and Benefits and Customer Services will be taken forward to see if some of the ICT systems in use can be either switched off or simplified – especially document management and customer relations management.*
- *The web site will be improved to make it easier to manage and to update plus to support enhanced transaction capability to support customer self-service.*
- *Greater self-service using HR and Finance systems will be encouraged.*

- *Greater working with other public sector bodies to achieve economies of scale and investigate shared services/joint working.*

IMPACT OF PROPOSED BUDGET CHANGES

Service impact sheets to be inserted here once updated

KEY NATIONAL & LOCAL DRIVERS FOR MEDIUM TERM PLANS

National

The public sector is facing severe **financial cuts** over the 4 years starting in 2011/12 - the Comprehensive Spending Review period. Although these vary between departments, on average these represent 30% or more real cuts after allowing for inflation. This Council faced a 16% cash reduction in funding from Government in 2011/12, will see at least an 8% reduction in 2012/13, and is yet to find out what the reductions will be in the following two years under the new grant and business rates system.

Further financial changes include:

- Removal of ring-fencing from most Government grants to local authorities but excluding public health and a simplified schools grant. Most ring-fencing of grants has now been removed and many specific grants have been cut. Funding to finance Academies is being 'top sliced' from the grant to support the LEA role i.e. the schools grant.
- Incentives such as national funding (£2 billion nationally and £1.6M locally) to encourage better integration between health and social care (with the latter seen as a means of preventing or reducing demands on health). Also real financial implications of not reducing carbon usage (a new carbon tax) and a financial incentive to freeze Council Tax in 2011/12 and 2012/13. These were all implemented last year, albeit the funding for health and social care was 'top sliced' nationally and was not new money. However the funding received locally was 'pass ported' to those services in 2011/12 as part of this Council's budget.
- National guidelines will be published for Council Tax increases as part of the Localism Initiative and if exceeded these could trigger a local referendum. The implementation date for this change is not yet announced.
- The funding for local government is being looked at as part of what is known as the Resource Review and was published by the Department for Communities & Local Government in July and August. It includes returning business rates growth to local authorities.
 - Those local authorities that grow local business rates more than the average will benefit. However, there is no additional money in the system nationally so the pressures remain.
 - Government will continue to set levels business rates using an inflation index as now.
 - Much depends on the way the first year of the new system is implemented, how the grant figures are initially set, how any short term impacts on business rates such as from vacated MOD sites might impact etc.
 - It is possible this Council will be relatively worse off under the new system in the first few years; later years will depend on how much growth is delivered. We should have greater clarity by the end of 2011 calendar year.

Changes in **Government Legislation** and regulation are a key issue following the national elections and the creation of the Coalition Government with its radical change agenda. Changes include:

- Creation of Academies – creation of new Academies largely free from LA control with immediate effect – schools go through a relatively fast application process that can take only a few months - this is progressing quickly for secondary schools and challenges the way the LEA role should work in future especially as the funding for that role is being removed by Government
- Reform of Health – including demise of PCTs by 2013 and requirement for all delivery functions, including Community Health, to be arms length in 2011/12 – this has now been achieved. Public health will effectively return to the Council as a responsibility from April 2012. The B&NES PCT will become part of a cluster PCT for B&NES plus Wiltshire from April 2012 but may go when a national commissioning body plus clinical commissioning fully takes over in 2013. The Council will be responsible for the Health and Wellbeing Board for the area and working with the Clinical Commissioners and others to meet the area's wellbeing outcomes.
- Removal of Quangos such as the RDA, creation of Local Enterprise Partnerships (at sub regional level such as the West of England), removal of large parts of the performance monitoring regime, removal of the Audit Commission etc - the LEP is in place and the RDA has now effectively gone.
- Localism reforms to encourage more local decision making, greater transparency, reform of the way decisions get taken in LA's, local referenda for any excessive Council Tax increases and various 'Big Society' initiatives – this legislation has still to be implemented but the direction of travel is clear.
- Reform of the planning system – new simplified guidelines for planning, greater presumption in favour of development, community infrastructure levy (to replace much of the role of S106 agreements), removal of top down targets in the regional spatial strategy.
- Tightening of Benefits rules and a radical move towards one unified Benefits system (Universal Credit – also in the CSR) over 10 years but with capping of Benefits being led by Local Authorities from 2013 as a first move – this remains on target although the concerns about how this will be delivered and the impact on our customers and our joined up front office is increasing
- Introduction of The Public Services White Paper which introduces Personal budgets (cash budgets), the ability for companies, charities and community groups can bid to run local health services, schools, libraries and parks. Removes restriction and allows service providers to make a profit (in some areas)

Local

This Council has a **Corporate Plan** and Sustainable Community Strategy under review. The details will be published for consideration by Council in February. Once set this will guide future priorities and methods for working with key partners.

The existing sustainable Community Strategy has the following priorities:

- The causes and effects of *climate change*
- The impacts of *demographic change*
- The need for *growth*
- *Inequalities* in our communities
- A focus on '*thinking local*'

- The impact of recession on our *economy*

The new administration is currently developing its new vision and objectives, these will be agreed in the New Year and a new Corporate Plan will be developed for implementation from April 2012.

In the meantime the **Change Programme** remains as an essential way of delivering efficiencies and service change. The Programme is quite radical and will see the creation of an improved front office – one stop shops, phone enquiry service and web. This has already begun. Similarly the amount of offices is reducing and better, more efficient workplaces are being developed with some space shared with key partners such as health, the police and aspects of the voluntary sector. Better procurement is also delivering savings and the Council is increasingly collaborating with neighbouring authorities in the same market, notably Bristol.

In the systems thinking lean review programme, two services have achieved national recognition.

Our Children's Services contributed to the national review of children's social care by Professor Eileen Munro [and were cited in her Final Report](#); service managers were invited by Professor Munro to speak at the London School of Economics about what they have done and what they are doing that is better and different in terms of service delivery.

The Highways lean review has also achieved national attention and the Council's Highways Manager has been asked to help drive the work of HELG (Highway Efficiency Liaison Group). Finally, the Highways service this year achieved such impressive customer satisfaction results in a national survey, that the manager was invited to present at the National Conference in October.

The Council's Change Programme is constantly reviewed and programme managed. The programme focuses on:

- joining up public services - so that strategic planning, community engagement and customer interaction is simpler and even more effective
- designing services around the needs of individual customers - to remove waste, provide choice and improve customer satisfaction
- meeting the stringent financial challenges - that are facing local government as the major squeeze on public expenditure starts to bite

The work streams are:
:

- Resources
 - customer services (customer contact)
 - community led commissioning
 - support services future delivery
 - all enabling change programme work
- People & Communities
 - Children's Services
 - Academies
 - Review of LEA role
 - 11-19 Services
 - Children's Social care
 - Health & Wellbeing

- public health
- commissioning role (post NHS reforms)
- community services - creation of provider arm (Sirona)

With various enablers:

- workplaces/office accommodation/flexible working
- communications and organisational development
- processes and systems including lean 'systems thinking' reviews and ICT
- finance including medium term planning and service prioritisation
- procurement

The Change Programme is fundamental to the achievement of some of the Council's main efficiency targets and is scheduled to deliver £8M of recurring annual saving by the end of the next 3 years. It has already delivered over £3M so is on target but the complexity of some of the changes does increase as the programme develops. The emphasis will increasingly require cross departmental co-operation.

In response to the growth agenda the Council has progressed its land use **Core Strategy** – part of the Local Development Framework. This will set the context for future business and residential development in the district.

In response to the new incentives for growth from Government a project has been developed - **Planning, Financing & Delivering the Future** - to identify the financial and other implications of investing in growth including through the use of its own sites. This links with the development of plans for Community Infrastructure Levy which will fund some infrastructure from new developments and be paid for by developers using a local variation of a new national system.

MEDIUM TERM SERVICE & RESOURCE PLANS – 2012/13 to 2015/2016

FINANCIAL PLANNING ASSUMPTIONS

1. Context – The Financial Challenge

The Council's Budget for 2012/2013 will represent the second year of financial planning prepared in the context of the Government's Comprehensive Spending Review (CSR) announced in October 2010.

This CSR included a deficit reduction programme with 28% cuts to local authority spending spread over the four year period from 2011/2012 to 2014/2015 with a significant element front loaded to the first two years.

The financial implications for the Council were set out in the Local Government Finance Settlement in December 2010 which showed a 16% cash reduction in funding from Government in 2011/12 and, at least an 8% reduction in 2012/13. The Settlement did not go beyond two years as a result of the significant changes to the grant and business rates system from 2013/2014 although the direction of travel is clear from the CSR.

Since the approval of the Council Budget for 2011/2012, including the three-year Medium Term Financial plans, the Council continues to gain more information on emerging national and local issues which will add to the financial challenges over the medium term financial planning period – these include:

- In response to the health reforms, the establishment of a Social Enterprise in B&NES on 1st October 2011 to continue the delivery of integrated Community Health and Social Care Services.
- A potential significant increase in the funding to finance Academy schools which is 'top sliced' from the Council general revenue grant funding. The Council was already expecting this to rise to £750K in 2012/2013 but this may now increase to over £2.25M.
- A one-off grant will be provided by the Government in 2012/2013 to support those councils agreeing a freeze in council tax.
- Public health responsibility and related services will return to the Council from April 2013, together with an appropriate budget transfer from the PCT.
- National guidelines will be published for Council Tax increases as part of the Localism Initiative and if exceeded these could trigger a local referendum. The implementation date for this change is not yet announced.
- The funding for local government is being reviewed with the intention of returning at least an element of future business rate growth to local authorities. The impact either positive or negative on the Council will depend on the way the new system is implemented and it is possible this Council will be relatively worse off under the new system in the first few years, with later years depending on how much growth is delivered.

- Responsibility for setting Council Tax Benefit returning to local authorities from 2013/2014 with subsidy funding from Government reduced by 10% at the same time.
- Reform of the planning system – new simplified guidelines for planning with a community infrastructure levy to replace much of the role of S106 agreements.
- New proposals for the future of the Local Government Pension Scheme will be brought forward following the Hutton Review.

These issues are reflected within the Budget planning process for 2012/2013 and the supporting medium term financial plans to the extent the impacts can be reasonably anticipated. It should be particularly highlighted that the scale of changes impacting in 2013/2014 makes the financial implications for the Council beyond the next financial year extremely difficult to predict.

2. Summary of Budget approach for 2012/2013

The sound financial management of the Council over the years means it is in a better position than many other councils to face the continuing financial challenges arising as a result of the national economic situation.

The Council Budget currently being developed for 2012/13 recognises the very difficult financial challenge now facing the whole of the public sector and the continuing need to prioritise resources. The Council will do this using the following principles:

- Protecting wherever possible priority front line services especially where these support the most vulnerable
- Maximising efficiency savings and using invest to save as a means to achieve this.

There are no longer the available resources to deliver the full range of services that have been provided in the past. New legislation and demographic changes similarly demand clear prioritisation and new approaches. This increasingly means difficult choices.

The following objectives are being used to help prioritise and will be refined as part of the process of compiling a new corporate plan and sustainable community strategy.

- Promoting independence and positive lives for everyone
- Creating neighbourhoods where people are proud to live
- Building a stronger economy
- Developing resilient communities

The approach also needs to be kept under review and linked to the Government's localism agenda is the need to help communities be more resilient and self-sustaining.

There are service specific growth pressures that need to be addressed including impacts of national policy changes. The most significant of these include:

- National increase to the funding 'top sliced' from local authorities to fund Academy schools.
- Rising elderly population placing significant demands on Adult Social Care and Health services.
- Increased demand from adults with learning difficulties.
- Increased demand for Children's care services.
- Inflationary costs particularly for care placements and external service contracts.
- National increase in the rate of the landfill tax.
- Local impacts of the economic downturn and increasing competition.

Taking account of the reductions in government grant funding and the pressures outlined above suggests that around £12m of budget savings will be required in 2012/2013.

It is anticipated that the majority of these savings will be delivered from efficiencies through service review and the Council's Change Programme. However, the scale of the projected savings in 2012/2013 coming on top of those delivered in 2011/2012 is such that the Council will need to prioritise services and whilst every effort will be made to protect frontline services, this will inevitably lead to cuts in service areas which are considered lower priority.

In the medium term the need to strike an appropriate balance between the diminishing resources available to the Council and the demands placed on all its services will require an even greater prioritisation of services.

3. Council Tax

On 3rd October 2011 the Government announced the provision of one-off funding to support councils who freeze their Council Tax for next year at the current level (i.e. a zero increase). The Cabinet currently expect to be in a position to make recommendations for a zero increase in Council Tax for 2012/13 to Council in February 2012 as part of the 2012/2013 budget setting process.

4. Government Grants

The Council currently receives approximately £43.5m in formula grant from the Government which is distributed using a complex formula known as the Four Block Model. This formula includes significant weightings attached to deprivation based indicators across a range of specific service blocks

The Council has historically lost significant funding (around £2.5m per annum) from its formula grant settlement through the application of the damping system or, in layman's language, the protection by Government of other authorities who should be getting less on a needs basis than they currently are. For 2012/2013 the level of damping is expected to be £2.3M.

Whilst a reduction in formula grant of at least 8% is anticipated for 2012/2013, following a recent consultation by the Government in respect of the funding for Academy Schools, we are anticipating a further significant adjustment to this grant when announced towards the end of 2012. Our modelling indicates that a potential significant increase in the funding which is 'top sliced' from this grant funding. The

Council was already expecting this to rise to £750K in 2012/2013 but this may now increase to over £2.25M.

As set out in Section 1 above, this funding distribution method for local government finance is being reviewed with the intention of returning at least an element of future business rate growth to local authorities. The impact, either positive or negative, on the Council will depend on the way the new system is implemented and it is possible this Council will be relatively worse off under the new system in the first few years, with later years depending on how much growth is delivered.

In addition the Council receives a range of specific and area based grants directly supporting activity in each service area. These grants were simplified but subject to significant reductions during 2010/2011 and 2011/2012. The ring fence around many of the grants was also removed therefore offering more local choice albeit within tougher financial constraints.

Whilst some small further reductions have been factored into specific service areas within the Medium Term Service and Resource Plans, the assumption for financial planning purposes will be for any further cuts in specific and area based grants will be contained within the relevant service areas. High levels of further cuts in specific grant are not anticipated.

5. Medium Term Service and Resource Plans

The Medium Term Service and Resource Plans prepared by each service area provide for the anticipated level of savings required to ensure the Council is in a position to consider a balanced Budget proposal for 2012/2013. Savings in excess of £12M are estimated for 2012/2013 at this stage equating to over 5% of gross expenditure (excluding schools).

Due to the changes in the government grant funding system for local authorities from 2013/2014 and the significant range of additional changes impacting from this year, it is extremely difficult to forecast future savings requirements. The implications for local authorities set out in the Comprehensive Spending Review together with the potential impacts of these changes do indicate the potential for significant financial pressures in future years.

The comprehensive spending review indicated a further 1% cut in funding for local Government in 2012/13 and a 5.6% cut in 2014/15.

6. Reserves

The budget for the current financial year 2011/2012 provides for the Council's General Fund Balances to be maintained at their risk assessed minimum level of £10.5m. There are no assumptions to change this position.

A range of Earmarked Reserves are maintained by the Council for specific purposes and commitments and these are set out below. The likely commitments against each of these reserves will reviewed as part of the ongoing development of the Budget for 2012/2013.

The Council's reserves position remains relatively strong but can only be used once, with the overarching principle of not using reserves to provide support for recurring budget pressures.

7. Pensions

The most recent actuarial review as at 31 March 2010 concluded a number of positive factors which did not require any significant variation in the Council's employers contribution level overall. These factors included:-

- The Avon Pension Fund investments have performed relatively well albeit since that review investments generally have been volatile and affected by poor stock market performance.
- The Government has switched the rate for future pensions increases from the Retail Price Index (RPI) to the historically lower measure of the Consumer Price Index (CPI).
- A national review of public sector pensions schemes is being undertaken by the Government (the Hutton Review).

The outcome of the actuarial review was factored into the Budget for 2011/2012 and whilst no change was provided for in terms of the overall contribution level for the Council, the implications of a reducing workforce may require a further adjustment by the Council to maintain this neutral cash position from 2012/2013 or subsequent financial years.

8. Pay Awards

In accordance with national government expectations for a public sector pay freeze continuing into 2012, no provision for pay increases will be provided for financial planning purposes in developing the 2012/2013 Budget.

9. Other Assumptions

Some of the other key assumptions being used in the development of the medium term plans include:

- No further provision has been made for retrospective or additional cuts to the Government funding levels announced in the 2011/2012 financial settlement.
- Balanced budgets are delivered for 2011/2012 - there is no provision for overspending.
- No general provision for inflation has been made although services have provided for known specific costs pressures.
- Interest earnings are based on a 1% return – the average Council investment return has fallen in recent years to just over 1%. No increase is now expected going forwards into 2012/2013.

10. The Local Government Finance Settlement 2012/2013

The Local Government Finance Settlement is expected in early December 2011 and this will provide the detailed position for the Council in terms of exactly what Government funding it will receive for the year ahead. We expect this to include confirmation of any further reduction in grant funding to finance Academy schools as set out in Section 1.

MEDIUM TERM SERVICES & RESOURCES PLAN

RESOURCES & SUPPORT SERVICES BLOCK

PROPOSED REDUCTIONS TO BALANCE BUDGETS

The savings are grouped into: Change Programme Savings, Other Cashable Efficiency Savings, Additional Income, Reduced Service Levels, Discontinued Services.

12/13 Saving £000	13/14 Saving £000	14/15 Saving £'000s	How to be achieved ?	Priority (1/2/3)	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of FTE posts deleted)	Impacts on property / assets etc	Impacts to service delivery	Additional Info (incl O&S Panel feedback)
			Change Programme Savings						
Legal & Democratic Services									
35			Increased amount of external legal charges & services provided by Registration Service		H	none	none	Will be challenging as third year increase so risk market will not be prepared to pay	
70			Service restructure and efficiencies		M	2		Phase 2 of on-going process to review, rationalise and centralise although significant reductions already made. Some scope for shared service approach.	
Customer Services									
35			Remove Development budget	1	L		n/a	All future projects to be subject to formal business case and rolled into the change programme	
19			Savings to be identified to fund Service Supported Borrowing charges re Comms Hub	2	M	1	n/a	Achieved through the merger of services into the Comms Hub (emergency planning, CCTV monitoring, traffic management & out of hours calls) - part staffing resource (through natural wastage) and part technology alignment	
125			Review of service delivery structure, one stop shop & lean review			3.5	n/a	Reduction in staff across the service as a result of future change programme improvements of approx. £100,000 with	

12/13 Saving £000	13/14 Saving £000	14/15 Saving £'000s	How to be achieved ?	Priority (1/2/3)	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of FTE posts deleted)	Impacts on property / assets etc	Impacts to service delivery	Additional Info (incl O&S Panel feedback)
			changes					<p>additional savings in printing, postage etc.</p> <p>The impact in 2012-13 is manageable but growing caseload could impact from new claimants if demand increases.</p> <p>In 2013–14 the impact of universal credits with phasing out of housing benefits, new extended role of DWP who will take over major parts of the service, and new localised Council Tax Benefits will have major impact.</p> <p>Cut in funding for Council Tax benefits will all other things being equal cost in region of £1Million in 2013/14.</p>	
Finance									
115	38		Finance Restructure – Phase 2			8-12	<p>Currently in discussion with Property Services – Workplaces project team; establish potential to co-locate & consolidate office accommodation requirements</p>	<p>Only the part year effect is shown. Full year effect at £153,000 hence the additional figure in year 2.</p> <p>Phase 1 restructure set a direction of travel for the future delivery of the Finance function building on the principles of centralisation, standardisation & simplification.</p> <p>Phase 2 restructure continues & develops these principles across all aspects of finance:</p> <ul style="list-style-type: none"> • Payment invoice processing to be centralised into a single team • Income collection (excl Council Tax & NNDR) to be centralised into a single team • Management accountancy functions across Council (incl 	

12/13 Saving £000	13/14 Saving £000	14/15 Saving £'000s	How to be achieved ?	Priority (1/2/3)	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of FTE posts deleted)	Impacts on property / assets etc	Impacts to service delivery	Additional Info (incl O&S Panel feedback)
								<p>appropriate elements of Property & TLC) to be centralised</p> <ul style="list-style-type: none"> centralisation of financial some administrative activities creation of finance business support unit to provide a skilled and flexible resource to provide financial advice & to support key strategic projects <p>The proposals will require significant changes to existing roles & working practices. This restructuring will require changes to existing arrangements particularly decentralised approach to financial management & transaction processing</p>	
Improvement & Performance									
51			Performance Development – non pay					<p>The savings were identified from a zero based exercise completed by the Service and can be fully implemented from April 2012.</p> <p>There will be no direct impact on service delivery; savings will arise from reshaping of the Department.</p>	
63			Human Resources – core services					<p>This represents 10% of Mouchel contract sum in respect of HR admin and payroll services.</p> <p>Will potentially arise from on-going negotiations with Mouchel regarding possible extension of current contract.</p>	
Risk & Assurance									
60			Further 15% reduction in internal audit			1		Impacts can be managed by reducing focus on non-statutory duties	Proposal based on project which

12/13 Saving £000	13/14 Saving £000	14/15 Saving £'000s	How to be achieved ?	Priority (1/2/3)	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of FTE posts deleted)	Impacts on property / assets etc	Impacts to service delivery	Additional Info (incl O&S Panel feedback)
									reviewed service delivery options. An internal restructure was a required first step towards a shared service with other authorities
IT & Transformation									
350			ICT contract savings					<p>A combination of savings proposals are being considered associated with:</p> <ul style="list-style-type: none"> • rationalising IT systems across the Council • reviewing IT procurement and rationalising • review of refresh programme for PCs pending move to thin client environment • review of investment spend in light of emerging IT architecture recommendations • negotiations on possible Mouchel contract extension • other internal efficiencies in operations 	
Property Services									
150			Staffing reductions			4.8		<p>As posts have become vacant they have been reviewed & held vacant to support savings targets. The focus is on savings in back office roles.</p> <p>There are minimal service delivery impacts from these plans but cuts at this level will</p>	

12/13 Saving £000	13/14 Saving £000	14/15 Saving £'000s	How to be achieved ?	Priority (1/2/3)	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of FTE posts deleted)	Impacts on property / assets etc	Impacts to service delivery	Additional Info (incl O&S Panel feedback)
								<p>be difficult to achieve in future years without significant impacts.</p> <p>To mitigate this advice is bought in as required and work is now strictly linked to an agreed development and disposal programme.</p> <p>The planning the future: financing the future project will help to establish priorities as well as some potential funding sources for development activity</p> <p>The priority is ensuring there are sufficient resources to protect council income (esp. Commercial Estate), ensuring safe use & maintenance of property assets, and supporting the Council's development aspirations for Council owned sites.</p>	
1,072	38		Change Programme sub-total						
			Other Cashable Efficiency savings						
Policy & Partnerships									
50			Commissioning savings					<p>This saving will be realised through a 'smart commissioning' process which will focus on evidenced need, the Council priorities and the changing policy context including the 'Big Society'. The aim will also be to reduce duplication and use new, more flexible approaches to commissioning, such as framework contracts.</p>	
10			Reductions in Grants to Voluntary Bodies (SPA saving)						
70			Equalities			1		Reduction in staffing and reduction of corporate reasonable adjustment budget for workers with disabilities.	

12/13 Saving £000	13/14 Saving £000	14/15 Saving £'000s	How to be achieved ?	Priority (1/2/3)	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of FTE posts deleted)	Impacts on property / assets etc	Impacts to service delivery	Additional Info (incl O&S Panel feedback)
Property Services									
53			Removal of Traded Services subsidy			2		<p>This will be achieved by removal of the current subsidy provided for Catering including the staff canteen and internal meetings</p> <p>The aim is to protect the canteen at Riverside to some extent by ensuring the facility remains as a break out area with some refreshments available and possibly using an external provider.</p>	
50			Reduction in Cleaning services (SPA)			2.4		<p>Cleaning Services have consistently delivered a surplus in recent years due to vacant management & efficiencies.</p> <p>From 2012-13 further efficiencies & staffing reductions will be introduced including by better procurement of materials</p> <p>The Workplaces Programme is impacting on the Service as offices close and staff are redeployed. The savings from this are part of the workplaces programme and as a whole that programme represents an invest to save project.</p>	
233	0	0	Cashable efficiencies sub-total						
			Reduced Service Levels						
Policy & Partnerships									
20			Community Safety			4			
75			Community Safety (SPA)					<p>This is a reduction in the Council's Community Safety staffing and commissioning budget.</p> <p>The budget currently directly funds 5 posts and commissions and these will be</p>	

12/13 Saving £000	13/14 Saving £000	14/15 Saving £'000s	How to be achieved ?	Priority (1/2/3)	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of FTE posts deleted)	Impacts on property / assets etc	Impacts to service delivery	Additional Info (incl O&S Panel feedback)
								<p>significantly impacted.</p> <p>This is likely to include a significant impact on the Council's role relating to tackling Anti-Social Behaviour. Some of these impacts may be mitigated by restructuring as a consequence of the move to the new Communications Hub which would encompass the current CCTV control operation.</p> <p>The remaining service will be limited to a more efficient CCTV service, a core commissioning and co-ordinating role with Police, Somer and others, and some limited commissioning/grants but with aim being to protect Taxi Marshalls service albeit with appropriate involvement of the Business Improvement district (central Bath).</p>	
Property Services									
0			New delivery model required to re-provide Print service			6		New delivery model; options to achieve savings currently being evaluated	
95	0	0	Reduced service levels sub-total						
	620	729	Savings to be identified						
1,400	658	729	TOTAL SAVINGS						

2. PROPOSED GROWTH (Items not analysed within £50,000 exercise)

Group and sub total growth in following blocks: General (including inflation), New Legislation/Govt Initiatives, Increases in Service Volumes, Improvement Priorities, Other

12/13 Growth £000	13/14 Growth £000	14/15 Growth £'000s	Description of Growth (including driver)	Priority (1/2/3)	Risk of not delivering growth (H/M/L)	Impacts on staff - (incl no of extra posts needed)	Impacts on property / assets etc	Impacts to service delivery	Additional Info (incl O&S Panel feedback)
			General (incl Inflation)						
All Services									
47			Salary Increments						
	210	210	Indicative Pay Award (1%)						
ICT									
75			Contractual uplift on Base contract						
Property Services									
30			Utility costs 'inflationary' uplift						
Risk & Assurance									
17			Removal of FMSiS income						
169	210	210							
			Improvement Priorities						
Finance									
20			Agresso 5.5 – additional service supported borrowing						
Customer Services									
19			Communication Hub service supported borrowing						
39									
			Other						
Risk and Assurance									

12/13 Growth £000	13/14 Growth £000	14/15 Growth £'000s	Description of Growth (including driver)	Priority (1/2/3)	Risk of not delivering growth (H/M/L)	Impacts on staff - (incl no of extra posts needed)	Impacts on property / assets etc	Impacts to service delivery	Additional Info (incl O&S Panel feedback)
25			Loss of recharge income to Major Projects						
Customer Services									
59			5% reduction in Recession grant and Admin grant					Reduced Benefit administration grant for Housing and Council Tax administration as part of an on-going reduction in cash limited national fund. Future year reductions are unclear at this stage but 2014/15 could be significant due to implementation of Universal Credits	
84									
292	210	210	TOTAL GROWTH						

This page is intentionally left blank

Bath & North East Somerset Council	
MEETING:	RESOURCES PANEL
MEETING DATE:	21st November 2011
TITLE:	WORKPLAN FOR 2011/12
WARD:	All
AN OPEN PUBLIC ITEM	
List of attachments to this report:	
Appendix 1 – Panel Workplan	

1 THE ISSUE

- 1.1 This report presents the latest workplan for the Panel (Appendix 1).
- 1.2 The Panel is required to set out its thoughts/plans for their future workload, in order to feed into cross-Panel discussions between Chairs and Vice-chairs - to ensure there is no duplication, and to share resources appropriately where required.

2 RECOMMENDATION

- 2.1 The Panel is recommended to
 - (a) consider the range of items that could be part of their Workplan for 2011/12 and into 2012/13

3 FINANCIAL IMPLICATIONS

- 3.1 All workplan items, including issues identified for in-depth reviews and investigations, will be managed within the budget and resources available to the Panel (including the designated Policy Development and Scrutiny Team and Panel budgets, as well as resources provided by Cabinet Members/Directorates).

4 THE REPORT

4.1 The purpose of the workplan is to ensure that the Panel's work is properly focused on its agreed key areas, within the Panel's remit. It enables planning over the short-to-medium term (ie: 12 – 24 months) so there is appropriate and timely involvement of the Panel in:

- a) Holding the executive (Cabinet) to account
- b) Policy review
- c) Policy development
- d) External scrutiny.

4.2 The workplan helps the Panel

- a) prioritise the wide range of possible work activities they could engage in
- b) retain flexibility to respond to changing circumstances, and issues arising,
- c) ensure that Councillors and officers can plan for and access appropriate resources needed to carry out the work
- d) engage the public and interested organisations, helping them to find out about the Panel's activities, and encouraging their suggestions and involvement.

4.3 The Panel should take into account all suggestions for work plan items in its discussions, and assess these for inclusion into the workplan. Councillors may find it helpful to consider the following criteria to identify items for inclusion in the workplan, or for ruling out items, during their deliberations:-

- (1) public interest/involvement
- (2) time (deadlines and available Panel meeting time)
- (3) resources (Councillor, officer and financial)
- (4) regular items/"must do" requirements (eg: statutory, budget scrutiny, etc)?
- (5) connection to corporate priorities, or vision or values
- (6) has the work already been done/is underway elsewhere?
- (7) does it need to be considered at a formal Panel meeting, or by a different approach?

The key question for the Panel to ask itself is - can we "add value", or make a difference through our involvement?

- 4.4 There are a wide range of people and sources of potential work plan items that Panel members can use. The Panel can also use several different ways of working to deal with the items on the workplan. Some issues may be sufficiently substantial to require a more in-depth form of investigation.
- 4.5 Suggestions for more in-depth types of investigations, such as a project/review or a scrutiny inquiry day, may benefit from being presented to the Panel in more detail.
- 4.6 When considering the workplan on a meeting-by-meeting level, Councillors should also bear in mind the management of the meetings - the issues to be addressed will partially determine the timetabling and format of the meetings, and whether, for example, any contributors or additional information is required.

5 RISK MANAGEMENT

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

6 EQUALITIES

- 6.1 Equalities will be considered during the selection of items for the workplan, and in particular, when discussing individual agenda items at future meetings.

7 CONSULTATION

- 7.1 The Workplan is reviewed and updated regularly in public at each Panel meeting. Any Councillor, or other local organisation or resident, can suggest items for the Panel to consider via the Chair (both during Panel meeting debates, or outside of Panel meetings).

8 ADVICE SOUGHT

- 8.1 The Council's Monitoring Officer (Divisional Director – Legal and Democratic Services) and Section 151 Officer (Divisional Director - Finance) have had the opportunity to input to this report and have cleared it for publication.

Contact person	Michaela Gay, Democratic Services Officer. Tel 01225 394411
Background papers	None
Please contact the report author if you need to access this report in an alternative format	

This page is intentionally left blank

Resources Policy Development & Scrutiny Panel Workplan

last updated – 7th November 2011

Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
1 August 2011	Overview Presentation	AP	AP	Presentation		
	Keynsham Regeneration and Workplaces Project	AP	TMcB	Presentation		
	Use of Consultants – set up working group	AP		Verbal report		
	Cabinet Member Update			Verbal report		
	Panel Workplan			Report		
12 September 2011	Universal Credit and new Council Tax Benefit System	AP	Ian Savigar	Presentation		
	Change Programme	AP	Angela Parrett	Presentation		
	Scheme for retired Councillors	AP	Vernon Hitchman	Report		
	Cabinet Member Update			Verbal update		
	Panel Workplan			Report		

Resources Policy Development & Scrutiny Panel Workplan

last updated – 7th November 2011

Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
21 November 2011 – note Keynsham Town Hall	Keynsham Town Centre Regeneration and Workplaces Project – Update (incorporating Cabinet Member Update)	AP				
	Medium Term Service and Resource Plans	AP		Report		
	Panel Workplan			Report		
16 th January 2012	Service Action Plans	AP		Report		
	Keynsham Town Centre Regeneration and Workplaces Project - Update	AP				
	Cabinet Member Update			Verbal Update		
	Panel Workplan					
Budget Meeting						
6 th February 2012	Budget Report	AP				
12 th March 2012	Retention of Business Rates	AP				
	Property Board Operation and Direction of Travel	AP				
	Cabinet Member Update			Verbal Update		

Resources Policy Development & Scrutiny Panel Workplan

last updated – 7th November 2011

Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
	Panel Workplan					
14 th May 2012						
16 th July 2012						
10 th Sept 2012						
Items to be scheduled:						
	Structure for allocating all Resources (not just financial)	AP				
	Use of Consultants Working Group – feedback		JB/NR/CB/DL			
	Items to be considered for future workplan (from 1 st August 2011 meeting): <ul style="list-style-type: none">Road map – IT (including Members IT)					
	Corporate Complaints Policy and Procedures		Graham Dove			
	Member Training					

This page is intentionally left blank