

Democratic Services

Riverside, Temple Street, Keynsham, Bristol BS31 1LA

Telephone: (01225) 477000 *main switchboard*

Direct Line: 01225 394411

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

Date: 11 July 2014

E-mail: Democratic_Services@bathnes.gov.uk

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

Councillor John Bull
Councillor Roger Symonds
Councillor Colin Barrett
Councillor Paul Myers
Councillor Charles Gerrish
Councillor Barry Macrae
Councillor Nigel Roberts

Chief Executive and other appropriate officers
Press and Public

Dear Member

Resources Policy Development and Scrutiny Panel: Monday, 21st July, 2014

You are invited to attend a meeting of the **Resources Policy Development and Scrutiny Panel**, to be held on **Monday, 21st July, 2014** at **5.30 pm** in the **Council Chamber - Guildhall, Bath.**

The agenda is set out overleaf.

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 July, 2014

at 5.30 pm in the Council Chamber - Guildhall, Bath

A G E N D A

1. WELCOME AND INTRODUCTIONS
2. EMERGENCY EVACUATION PROCEDURE

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

3. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS
4. DECLARATIONS OF INTEREST

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

- (a) The agenda item number in which they have an interest to declare.
- (b) The nature of their interest.
- (c) Whether their interest is **a disclosable pecuniary interest** *or* **an other interest**,
(as defined in Part 2, A and B of the Code of Conduct and Rules for Registration of Interests)

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

5. TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN
6. ITEMS FROM THE PUBLIC OR COUNCILLORS - TO RECEIVE DEPUTATIONS, STATEMENTS, PETITIONS OR QUESTIONS RELATING TO THE BUSINESS OF THIS MEETING

Two members of the public have registered to make a statement to the Panel:

- Susan Charles – Chair Warm Water Inclusive Swimming and Exercise Network

- Eamon McClelland – Equalities Strategy

7. MINUTES OF THE PREVIOUS MEETING (Pages 7 - 12)

8. PERFORMANCE REWARD PROGRAMME - THE BETTER TOGETHER PROJECT (Pages 13 - 18)

A report is attached on the Performance Reward Programme. There will be a short presentation from a representative from Regenerate.

9. FINANCING OF SITE PROVISION FOR PROPOSED GYPSY AND TRAVELLER SITE (LOWER BRISTOL ROAD)

There will be a verbal update on this at the meeting.

10. APPROACH TO SHARED SERVICES AND CO-OPERATION AGREEMENT WITH NORTH SOMERSET COUNCIL (Pages 19 - 32)

A report is attached on Shared Services.

11. PERFORMANCE MANAGEMENT UPDATE (Pages 33 - 44)

There will be a presentation on the Performance Management Update. The presentation slides are attached.

12. CABINET MEMBER UPDATE

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

13. PANEL WORKPLAN (Pages 45 - 48)

This report presents the latest workplan for the Panel (Appendix 1).

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

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BATH AND NORTH EAST SOMERSET

RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

Monday, 12th May, 2014

Present:- Councillors John Bull (Chair), Roger Symonds (Vice-Chair), Colin Barrett, Charles Gerrish, Barry Macrae, Nigel Roberts and Liz Richardson

1 WELCOME AND INTRODUCTIONS

The Chairman welcomed everyone to the meeting.

2 EMERGENCY EVACUATION PROCEDURE

The Chairman drew attention to the emergency evacuation procedure.

3 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Councillor Paul Myers sent his apologies and was substituted by Councillor Liz Richardson.

4 DECLARATIONS OF INTEREST

There were none.

5 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

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

There were none.

7 MINUTES

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

8 OFFICE SPACE - ALLOCATION UPDATE

Andrew Pate, Strategic Director for Resources, gave a presentation to the Panel on 'Changing How We Work #onecouncil' (a copy of the presentation is on the website)

with the agenda papers for this meeting). The presentation covered the following points:

- One Council – Workplaces Principles
- One Council – better ICT
- One Council – Workplaces benefits
- Our Offices
- Keynsham: Teams 'based' here
- Lewis House: Teams 'based' here
- Hollies: Teams 'based' here
- St Martin's: Teams 'based' here
- Guildhall: Teams 'based' here
- Offices: overview
- Timeline

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

In response to a question from Councillor Barrett, the Director explained that monitoring is carried out and so far objectives are being met and surpassed.

Councillor Barrett asked if hot-desking is working well in other authorities. The Director explained that in Wiltshire and Hampshire it is working very well. He explained that Bristol Council are not following the same programme as this Council so it was not comparable.

Regarding Strategic Directors desks/rooms, Councillor Macrae stated that he felt that it is good for Directors to be moving around the authority.

Councillor N Roberts stated that lots of large companies are re-organising to enable more 'corridor conversations'. He also explained that cutting space did mean not having to lose jobs. The Director confirmed that this project did not involve losing staff.

Councillor Gerrish stated that he endorsed what is proposed as he often sees empty desks in Council offices.

Councillor Barrett asked about the possible increase in home working and if this would affect member's ability to contact staff. The Director explained that staff would be contactable.

Councillor Symonds asked about video conferencing and stated that officers could use this facility when reporting at meetings rather than sit in the meeting waiting for their item. The Director explained that there would be video conferring facilities in meeting rooms only at this stage but this may develop.

Councillor Bull asked if staff satisfaction would be measured. The Director agreed that it could be built into the staff survey.

Councillor Gerrish asked about a medium term strategy regarding the use of St Martin's which he feels is not very accessible. The Director explained that the plan is not to use St Martin's as there should be enough space in other buildings.

Members asked that they receive an update report in six months.

9 PUBLIC SERVICE TRANSFORMATION NETWORK - UPDATE

David Trethewey, Divisional Director Strategy and Performance, gave a presentation to the Panel on 'Public Service Transformation Network' (a copy of this presentation is on the website with the agenda papers for the meeting). The presentation covered the following points:

- What is the Public Services Transformation Network
- Who is in the Network
- Why have we joined?
- How does it work?
- Case Study: into Sustainable Work
- The opportunity – Working together
- What are the key issues?

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

Councillor Macrae asked about meaningful comparisons regarding the other authorities in the network. The Divisional Director explained that you can link with whichever authority is either most like your own or regarding best practice. Councillor Macrae questioned the comparison of domestic violence levels between this authority and Manchester. It was explained that where figures may not be comparable, we can learn from other authorities. Councillor Symonds stated that the network was about sharing good practice.

Councillor Richardson stated that, regarding the 'affordable warmth' issue, many rural areas in this authority use oil which is expensive.

The Divisional Director explained that the Network can also be used as a link into Government.

Following a question from Councillor Richardson, the Divisional Director explained that it is a loose network and therefore could be expanded. He explained that the Government is facilitating Local Authorities.

Councillor Macrae asked how many of the other authorities in the network have Curo type organisations. The Divisional Director explained that the Energy at Home project involves Curo. He further stated that Curo share information with other providers.

Councillor Bull asked that the postponed visit to the DWP (Department of Work and Pensions) be re-organised.

10 FINANCING AND SUPPORT SERVICES FOR PROPOSED GYPSY AND TRAVELLER SITE (LOWER BRISTOL ROAD)

Graham Sabourn – Head of Housing gave a brief introduction noting that the Panel have an interim report in their papers and that a full report on this will come to a future meeting.

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

Councillor Gerrish stated that there had been a lot of talk of the overall amount spent. He stated that the standard of pitches is an area for debate and that it would be useful to get information from other authorities and what they are providing. He asked if the Sustainable Urban Drainage best practice has been considered as the pitches would be concrete hard standing. The officer explained that it is non-permeable ground.

Councillor Bull suggested a visit to an existing site to enable panel members to have a better understanding of the reason for the level of expenditure. The officer explained that the key issue is understanding the issues around this site.

Councillor Symonds referred the DCLG guidance document and stated that many of the Panel's questions may be answered in this document. Councillor Macrae stated that he had read this document and noted that many of the recommendations are not mandatory. The officer agreed that many of the recommendations are desirable but some are conditions when you bid for funding.

After some comments about the need for pitches, the Strategic Director explained that the issue had been referred to the Panel with a questions mark around the budget on the site. He explained that a more detailed report would be brought to the next meeting and that a visit or desk top survey could be done prior to the next meeting.

Councillor David Bellotti, Cabinet Member for Community Resources stated that if members wanted a site visit, that would be reasonable but suggested only the Chair and two others as visits are expensive. He stated that the site may include major highways work and the Panel must satisfy itself that the money is spent well. He stated that the administration would not change on the fact that a site will be provided.

The Chair reminded the Panel that there would be a full report on this issue at their July meeting.

11 KEYNSHAM TOWN CENTRE SCHEME - RETAIL UPDATE

Richard Long, Head of Property Services and Mike Dawson, Group Manager – Commercial introduced the report. They passed around a marketing brochure (this brochure is kept on the minute book for the Panel).

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

Councillor Macrae commented on the positive image and asked about reporting back at the stage when applications had been sifted. The Group Manager (Commercial) explained that there is a monthly check around the applications and sifting stage which explains the potential consequences in each case.

Councillor Gerrish stated that the information in the report bore little resemblance to what local businesses feel. He reported that there is some dissatisfaction around mixed message from DTZ and the Council. He explained that the Council has employed a business advice company for the businesses in Riverside but that this company had provided minimal help. He re stated that there is significant dissatisfaction among local traders who feel they are not getting answers and are hearing different messages. He asked if it was correct that there was a surplus of applicants for the new units. The officer confirmed that there are two companies talking to the existing Riverside tenants, one of which is business support. He stated that there are six offers, three from existing tenants from Riverside. The Strategic Director stated that this had been important feedback from Councillor Gerrish, he noted that the Council is not the landlord of Riverside and does not therefore have full control. Councillor Bull agreed that it was uncomfortable feedback. Councillor Gerrish stated that businesses feel they are in limbo as they have been running businesses for many years, they don't know the level of compensation so they cannot plan to rent new units/stock them/fit them out as they do not have the financial information to make these decisions. The Strategic Director stated that a message must go out to traders giving a timetable of what is going on.

12 CABINET MEMBER UPDATE

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

- On procurement, there is slow but good progress and there will be a chart at the September Cabinet meeting showing the value of contracts and level of use of local traders which may be scrutinized.
- The Keynsham Project is on time and on budget.
- Roman Baths – high numbers are continuing.

13 PANEL WORKPLAN

With the following addition, the Panel noted the future workplan:

- Office Space Accommodation/Changing How We Work – Update (November 2014)

The meeting ended at 7.55 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

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Bath & North East Somerset Council		
MEETING	Resources Policy Development and Scrutiny Panel	
MEETING	21st July 2014	EXECUTIVE FORWARD PLAN REFERENCE:
TITLE:	Performance Reward Programme- the Better Together project	
WARD:	The Better Together project has particular relevance for Southdown, Radstock and Combe Down wards	
AN OPEN PUBLIC ITEM		
List of attachments to this report: None		

1 THE ISSUE

- 1.1 This report invites the Panel to receive a presentation on the Better Together project, one of 16 which have received investment from the Performance Reward Programme’s “Main Fund”. It also sets out how projects of this type have helped inform the Connecting Communities programme and invites the Panel to consider whether it wishes to receive a further report on this.

2 RECOMMENDATION

- 2.1 To note and consider the report
- 2.2 To receive a presentation from Action to Regenerate Community Trust on the Better Together project
- 2.3 To consider if it wishes to receive any further information on the impacts delivered by projects delivered through the Performance Reward Grant Main Fund
- 2.4 To consider if it wishes to receive a report on the Connecting Communities programme

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

3.1 The Better Together project is funded from the Performance Reward Programme, whereby the Council received funding from central government as a result of meeting challenging performance targets set out in its Local Area Agreement.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

4.1 This report is being prepared under the powers provided to the Council to undertake Scrutiny roles. The Better Together project potentially impacts on a wide range of Council responsibilities including the Localism Act and equalities duties. Alongside our Connecting Communities programme it therefore addresses the Council's Equality Objective of highlighting "new ways to engage communities that in the past we have struggled to communicate with".

5 THE REPORT

5.1 In the period 2007-2010, the Council operated a Local Area Agreement with central government. In return for meeting performance targets, the Council received a sum of £1.3m as a performance reward. This funding was unringfenced but was a one off sum. Rather than be used to support ongoing service budgets, Cabinet therefore agreed that £300,000 of the £1.3m would go to a "small grants pot", with £1m allocated to a larger-scale investment fund. This "Main Fund" had the following key principles:

- to build capacity in the community
- to be one-off funding only
- to "pump prime" activity which becomes sustainable in its own right
- to reduce the need for future funding and be built around Invest to Save
- to have an exit strategy in place
- to include realistic milestones

5.2 An open process took place which saw groups and organisations bring forward potential projects to meet these principles, with clear criteria and under a number of themes. Following scoring of these proposals, the LSP Public Services Board (comprising elected members and representatives of local agencies) recommended that the 16 projects identified in the background information to this report be recommended to Cabinet. Cabinet at its meeting of May 2012 agreed that negotiations take place to secure appropriate milestones and funding agreements for each of these recommended projects.

5.3 One of the projects funded through this scheme is *Better Together*. The project began in January 2013 and comes to an end in December of this year. It is being delivered by Action to Regenerate Community Trust and will be the subject of a presentation to the Panel.

5.4 Better Together is designed to help local people get involved in improving their communities. It builds on previous projects undertaken by Action to Re:Generate Community Trust in Bath & North East Somerset, as set out below:

- An initial scheme in Whiteway, begun in November 2008, was established with pump-priming funding provided by the Council, local partners and central government
- In January 2010, funding from central government saw the approach extended to London Road and Snow Hill and Keynsham South
- In 2012, central government funded for one year only additional Community Organisers in Foxhill and Odd Down, Radstock; and Timsbury, Farmborough and Camerton

5.5 The Better Together project has been allocated a total of £106,000 of Performance reward Grant over the 2 years January 2013 to January 2015. The project is subject to regular performance monitoring with key outcomes including:

- Further development of projects begun through previous work, particularly those with potential to reduce demand on public services. An example of this is the Proud of your Doorstep scheme in Whiteway, which aims to reduce flytipping and which organises local community clean ups.
- Engaging local residents, particularly in Radstock and Foxhill, in “face to face” conversations to hear their views, build trust, and help them get involved locally. Over 800 residents have so far been listened to. Information on local needs and views gathered in this way can also be summarised and made available to help set priorities.
- Working with local residents in Radstock and Foxhill to develop new projects, for example at Springfield Park in Foxhill.

5.6 These and other local engagement projects have provided valuable experience in how listening to local people can generate community action. Many projects have initially been small-scale- for example, litter-picking, work with young people and community events. However, these projects benefit from being grounded in local priorities and being able to draw on local networks and “one the ground” knowledge. As they are rooted in local communities, there is the potential to grow and sustain these projects. For example, the Proud of Your Doorstep scheme has been established as a social enterprise which in turn can generate additional funding.

5.7 Experience of working with local communities through these projects has helped inform the Connecting Communities programme, adopted by Cabinet in May 2013 and which was reported to the Economic and Community Development PDS Panel also in May 2013. The key lessons incorporated into the design and implementation of Connecting Communities have been:

- The key role of of local elected members as local community leaders
- The importance of working differently in different communities, to reflect local needs. In some areas, for example, this might mean working to establish and sustain a local residents group where none previously existed. In other areas, by contrast, there may be a large number of thriving local groups.
- The importance of listening to local people and working with them on priorities

- The potential for improving public services through involving local people- but alongside a recognition that it can take time to build the relationships required to make this a reality.

5.8 Connecting Communities has been designed to deliver this collaborative approach in ways that are best suited to local areas but with the common goal of “providing a mechanism for collaboration between communities and public bodies”. Three new forums are being created in Keynsham, Chew Valley and Somer Valley. These bring together local elected members, public services and parish councils and rationalise existing arrangements. The Forums do not have delegated decision-making powers or budgets but they will be supported to find local solutions to the issues facing each area.

5.9 Connecting Communities is also about encouraging a wider engagement with local people. For example, this year’s Bath City Conference attracted over 300 people to take part in a “marketplace” of local groups and activities.

5.10 Both Better Together and Connecting Communities are relevant to the Resources PDS Panel as they aim to mobilise all the community resources available to an area - including the energy and ideas of local people. They therefore have the potential to identify innovative ways of tackling local issues without incurring additional costs to public services. “Better Together” should also be seen as part of the wider “family” of Performance Reward Grant projects, including schemes such as Employee Volunteering, Village Agents, Bath and West Community Energy and Somer Valley Radio. These all have in common the aim of growing our own local organisations so they can engage more effectively with local communities and get better results. The Panel is therefore invited to consider if it wishes to receive any further information on the impacts delivered by projects delivered through the fund.

6 RATIONALE

6.1 It is considered appropriate that this Panel receive an update on work funded through the Performance Reward Programme which is deigned to use all the assets of the community to secure local outcomes.

7 OTHER OPTIONS CONSIDERED

7.1 None

8 CONSULTATION

8.1 This has taken place with the Chair of the Panel, the Strategic Director- Resources, the Director of Strategy and Performance, the Section 151 Officer and the Monitoring Officer

9 RISK MANAGEMENT

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

Contact person	<i>Andy Thomas, 01225 394322</i>
Background papers	Performance Reward Programme – Recommendations from LSP Board relating to the £1m Main Grant Fund http://democracy.bathnes.gov.uk/documents/s17002/Appx%20%20Recommendations%20LSP.pdf
Please contact the report author if you need to access this report in an alternative format	

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Bath & North East Somerset Council		
MEETING/ DECISION MAKER:	Resources Policy Development and Scrutiny Panel	
MEETING/ DECISION DATE:	21 July 2014	EXECUTIVE FORWARD PLAN REFERENCE:
TITLE:	Approach to shared services and Co-operation agreement with North Somerset Council	
WARD:	All	
AN OPEN PUBLIC ITEM		
<p>List of attachments to this report:</p> <p>Appendix 1 – Draft co-operation agreement</p> <p>Appendix 2 – Programme update Position</p>		

1 THE ISSUE

- 1.1 This paper sets out a high level approach to joint working with other organisations and then sets out joint working that is taking place with North Somerset Council and the Co-operation agreement agreed by Cabinet to steer and enable the two Councils to work positively together to identify further opportunities to work together

2 RECOMMENDATION

- 2.1 That the panel considers the overall approach to shared services agreed by Cabinet and the opportunities this brings in meeting our current and future challenges.
- 2.2 Considers the Co-operation agreement and progress report on the work with North Somerset Council and comment and feedback.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 3.1 There are some costs of developing joint working, some limited programme management is needed to ensure that the organisations are appropriately prioritising opportunities and ensuring proper process are followed. Additionally there will be the need for specialist advice on some of the potential activities concerning procurement of any shared services or systems and the respective responsibilities of the two Councils in the arrangements. At this stage the two Councils have proposed earmarking £100k each from their respective reserves to enable this work to be pursued.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 Under section 2 of the Local Government Act 2000 the Council has the power to do anything which they consider is likely to achieve the promotion or improvement of the economic, social or environmental well-being of the area. There are additional powers to work together in the Local Government Act 1972 and the Localism Act 2011
- 4.2 The arrangement is not a contract nor in itself a procurement of service. It does however provide a framework under which a number of activities can be pursued. These projects would still need to be appropriately signed off under the respective organisations constitutions.

5 THE REPORT

- 5.1 The term Shared Services has been used to cover a spectrum of working arrangements from sharing information and intelligence, through joint procurement of services or systems to one service delivering for more than one organisation.
- 5.2 Bath & North East Somerset has a tradition of joint working with others including work with the Primary Care Trust and now the Clinical Commissioning Group. The One Stop Shops accommodate a wide range of voluntary sector public sector partners, and the range of partners is increasing to include the police. The new office accommodation arrangements for the Council will include workstations and facilities for Fire, Police, Sirona and many others. Services like Pensions are already joint being run by this Council for the whole of the West of England.
- 5.3 Local authorities have under successive governments been encouraged to work together and at various points initiatives been developed to drive this further from Local Government Reviews and boundary changes to programmes like Total place and Community Budgets.

With the scale of change faced by Local Government, collaboration and sharing services has emerged as an area where we need to look actively at the range of opportunities that might exist. In B&NES this approach already happens at essentially three levels

- Removing silos and creating one set of joined up services across the Council to avoid duplication, e.g. Council Connect, ICT centralisation, Corporate Landlord role, Think Local procurement – a One Council approach

- Sharing and collaborating locally within B&NES with key partners and communities, e.g. CCG, advice agencies, DWP, One stop shop
- Sharing and collaborating across boundaries with other LAs. e.g. North Somerset on Audit and Building Control.

Our proposed approach is that we consider (1) further opportunities to join up internally, (2) to work better with our local partners in B&NES as well as (3) with other Councils.

- 5.4 Any sharing of services will involve a clear understanding of risks and benefits, clarity around governance and leadership and for respective partners to have a thorough understanding of each other. Any contractual arrangements would require appropriate “Due Diligence” to have been carried out.
- 5.5 Members and officers have been informally exploring opportunities with a range of Councils. The most substantial progress to date has been with North Somerset and the following sets out a proposed approach to enable collaboration, sharing of systems and possibly services to develop further similar arrangements with other Councils are possible in the future where there are shared objectives and opportunities.
- 5.6 The Council is part of the Public Service Transformation Network which is facilitated by Government to bring together leading Councils and their partners to work together to deliver services better and more efficiently through collaboration and sharing.

6 CO-OPERATION WITH NORTH SOMERSET

- 6.1 The respective leaders of the B&NES and North Somerset have agreed to look proactively at opportunities for the two Councils to work together on strategic opportunities and shared services. This relationship has been developing over a period of time in a number of ways:
- The two Councils have met to look at opportunities for joint procurement to get better value and maximise greater purchasing power and share skills, but only where this does not contradict or lessen the impact of the the Think Local procurement strategy
 - B&NES is currently evaluating an offer from N Somerset to share the HR/payroll systems and services.
 - Collaborative work around Regulatory and trading Services to improve service resilience and look at shared processes and procedures.
 - A range of joint working has developed that we now need to take a view of, such as collaboration around aspects of Children’s Services.
 - Joint working arrangements – such as the B&NES Head of Audit leading the delivery of the Internal Audit function for both councils and the manager of North Somerset’s Land Charges Team now managing the B&NES operation.

6.2 The key purpose of this agreement is to set out how the parties will cooperate in order to:

- Assist both councils to deliver our respective priorities and ambitions for local communities as set out in our corporate plans
- Assist both councils to build our community leadership roles and profiles, in order to secure and protect resources for our communities
- Maintain or improve outcomes for our communities, with fewer resources
- Build resilience across our organisations and our communities in order to protect and enhance services wherever possible
- Share skills and opportunities, enabling us to be more innovative, entrepreneurial and opportunistic.

7 The current programme of work with North Somerset is attached as Appendix 2. The status of the projects listed vary significantly, in terms of scale and status. Some will offer financial savings and others assist us in the resilience of small but important services within the two Councils. Progress against the shared services programme will be reviewed quarterly through a joint meeting of the Councils Senior Management teams.

7 RATIONALE

7.1 This approach forms one of a number of approaches the Council can take to meeting the existing and future demands facing it. It is an enabling arrangement and while assisting us to focus our joint efforts does not preclude either organisation from pursuing other approaches to the challenges it faces.

8 OTHER OPTIONS CONSIDERED

8.1 The proposals in this report are enabling and other options remain open and are able to be considered.

9 CONSULTATION

9.1 The Chief Executive met the Trade Unions on 29th May

10 RISK MANAGEMENT

10.1A risk assessment related to the issue and recommendations has been undertaken, in compliance with the Council's decision making risk management guidance.

Contact person	<i>David Trethewey Divisional Director Strategy and Performance</i>
Background papers	<i>List here any background papers not included with this report, and where/how they are available for inspection.</i>
Please contact the report author if you need to access this report in an alternative format	

COOPERATION AGREEMENT

This Cooperation Agreement is made in June 2014.

BETWEEN: Bath and North East Somerset Council of Lewis House, Manvers Street, Bath, BA1 1JG, United Kingdom (“**B&NES**”);

AND: North Somerset Council, of Town Hall, Weston-super-Mare, Somerset, BS21 1UJ, United Kingdom (“**NSC**”)

Collectively referred to as the “**Parties**” and each a “**Party**”.

1. Introduction

B&NES and NSC have worked together for the mutual benefit of our residents on many initiatives since 1996, covering services as diverse as libraries and information services, strategic planning and economic development.

This cooperation agreement formalises the working relationship between the two authorities, and provides a basis for us to consider further opportunities for us to work together for mutual benefit, given the service and financial challenges both organisations face. Our shared ambition is to maximise the strengths of the two organisations by sharing skills, capabilities and commercial opportunities for mutual benefit.

Under Section 2 of the Local Government Act 2000 B&NES and NSC have the power to do anything which they consider is likely to achieve the promotion or improvement of the economic, social or environmental well-being of their areas. In addition, there are a range of other powers (including the Local Government Act 1972 and the Localism Act 2011) available to the parties to work in a variety of ways together.

2. Purpose

The key purpose of this agreement is to set out how the parties will cooperate in order to:

- Assist both councils to deliver our respective priorities and ambitions for local communities as set out in our corporate plans

Appendix 1

- Assist both councils to build our community leadership roles and profiles, in order to secure and protect resources for our communities
- Maintain or improve outcomes for our communities, with fewer resources
- Build resilience across our organisations and our communities in order to protect and enhance services wherever possible
- Share skills and opportunities, enabling us to be more innovative, entrepreneurial and opportunistic.

3. Principles

The key principles of our working arrangements through this agreement are that:

- We will continue to collaborate where it makes sense. We will always consider collaboration and/or joint provision when considering options for service re-provision or re-design
- we will be open and transparent with each other
 - we will be flexible in our approach, work with the model that provides most value for the two authorities, this means:
 - NSC may buy services from B&NES in some areas, B&NES may buy services from NSC in other areas
 - we may jointly procure services, to increase opportunities to secure value from the market
 - we may jointly commission services
 - we will look to provide flexibility in new contractual arrangements to enable the authorities to work together in the future if opportunities present themselves to do so
 - we will consider various delivery models, ranging from informal partnering arrangements to joint venture companies, depending upon what makes most sense for our councils
 - we will be open and transparent with staff and residents over how we plan to work together
 - while we will focus on developing our working relationship between the two authorities, the relationship is non-exclusive, and does not preclude either authority working with others or in wider partnerships
 - this is not about organisational merger, this is about driving efficiency. Our democratic and organisational cores will remain separate.

4 Governance and accountability

This agreement is to be formally signed off by our respective Cabinet / Executive. Cabinet/Executive will receive an annual report on overall progress. Any significant policy or service delivery changes arising from specific projects being considered as part of our joint-working approach will be reported through the relevant Cabinet/Executive Member, and to policy and scrutiny panels as appropriate

Appendix 1

Our officer management teams (B&NES Strategic Management Team, NSC Corporate Management Team) will oversee the development and delivery of projects. A list of current projects and projects for consideration will be maintained, and reviewed on a regular basis.

B&NES Strategic Management Team and NSC Corporate Management Team will meet at least twice a year to review progress on achieving the aims of this agreement and to overcome any barriers encountered.

5. Publicity and communications

Both councils will work to ensure consistent messaging on projects/activity progressed through the principles of this agreement, to councillors, residents, staff and partner organisations.

Communication material relating to this agreement or any of the joint work referred to within it will be shared and agreed by both parties.

6. Costs and resources

The resources and costs associated with the delivery of activity through this agreement will be shared on an agreed basis between the two authorities, on a project by project basis. Normally it will be expected that each authority is responsible for bearing its own costs associated with a project.

To assist with the development and implementation of joint projects and initiatives, a joint project fund will be created. Each authority will commit an initial £100,000 to the joint project fund. Any spend associated with the project fund requires Steering Group sign-off (Joint CMTs), and political/S151 sign-off as per respective schemes of delegation.

7. Freedom of Information

B&NES and NSC are subject to the requirements of the Freedom Of Information Act and the Environmental Information Regulations and will cooperate to enable both councils to comply with these Information disclosure requirements.

8. Status of agreement

This agreement is a statement of intent and does not create legal obligations between the parties.

Appendix 1

Signed

On behalf of B&NES:

Signature _____

Name _____

Position _____Leader of the Council_____

Signature _____

Name _____

Position _____Chief Executive_____

On behalf of NSC:

Signature _____

Name _____

Position _____Leader of the Council_____

Signature _____

Name _____

Position _____Chief Executive_____

Service/Function	Partners	Proposed Model for Sharing	Anticipated Benefits				Timeframe			Lead Officers Comment	
			Financial Savings			Resilience Capacity & Skills	Higher Quality	< 1 YR	1 YR – 3YR		TBA
			<5%	5% - 20%	>20%						
Land Charges	B&NES NSOM	SLA Sharing Management Post	X			X				Project implemented. Single management post working across the two councils. Arrangement working well, sharing expertise and processes.	
Assurance Functions Internal Audit & Risk Information Compliance Information Security Records Management Business Continuity	B&NES NSOM	S101 Partnership Full Integration of Staff & Budgets		X		X	X			1 st stage of project implemented. Single management post working across the two councils. Council Audit Committees have been engaged in monitoring and reviewing the progress made under the new arrangements. Potential to move towards further integration in the future. Potential to increase benefits by widening partnership to neighbouring authorities and add related services.	

Service/Function	Partners	Proposed Model for Sharing	Anticipated Benefits				Timeframe			Lead Officers Comment	
			Financial Savings			Resilience Capacity & Skills	Higher Quality	< 1 YR	1 YR – 3YR		TBA
			<5%	5% - 20%	>20%						
HR/Payroll System	B&NES NSOM	Contract Sharing System	X				X			<p>Negotiations and discussions remain positive and in final stages. Plan to commence implementation in Summer 2014, with system in place from April 2015.</p> <p>Discussions underway regarding opportunities for service integration following shared system implementation.</p>	
Procurement Service	B&NES NSOM	TBA		X		X	X			<p>Joint workshops held and range of shared challenges and opportunities identified, building upon the progress made to date in areas such as local procurement</p>	
Insurance Service	B&NES NSOM	Potentially shared services	X			X				<p>Opportunity identified to share skills/capacity across the two councils. Project to be progressed during Summer/Autumn 2014.</p>	

Service/Function	Partners	Proposed Model for Sharing	Anticipated Benefits					Timeframe			Lead Officers Comment
			Financial Savings			Resilience Capacity & Skills	Higher Quality	< 1 YR	1 YR – 3YR	TBA	
			<5%	5% - 20%	>20%						
Public Protection Services (All areas, i.e. Trading Standards)	B&NES NSOM	TBA		X		X				Exploring joint options for both councils, leading to joint action plan in September, and options for potential implementation in 2015. Strengthened public protection work with ASC has the potential to be rolled out more widely.	
Highways & Transportation Services (All Areas)	B&NES NSOM	TBA		X		X	X			Exploring joint options in Highways for both councils. Draft report by the end of June, and options for potential implementation in 2015. Options for joint working in transport policy prepared. Traffic data collection prioritised for consideration. Joint resource, hosted by NSC, for managing real time information in place.	

Service/Function	Partners	Proposed Model for Sharing	Anticipated Benefits					Timeframe			Lead Officers Comment
			Financial Savings			Resilience Capacity & Skills	Higher Quality	< 1 YR	1 YR – 3YR	TBA	
			<5%	5% - 20%	>20%						
IT Services (All Areas)	B&NES NSOM	TBA		X		X	X				Joint Workshop held, initial list of potential opportunities for working more closely together identified, including; - intranet development - systems procurement - SharePoint development
Legal Services	B&NES NSOM	Shared services, integration	X			X	X				Exchanged statistical and financial detail on external legal services spend. Working together to identify opportunities to reduce costs through internalising resource or shared procurement of resource. Interest shown from other neighbouring councils in the approach being considered.

Service/Function	Partners	Proposed Model for Sharing	Anticipated Benefits					Timeframe			Lead Officers Comment
			Financial Savings			Resilience Capacity & Skills	Higher Quality	< 1 YR	1 YR – 3YR	TBA	
			<5%	5% - 20%	>20%						
School Improvement & Traded School Services	B&NES NSOM	Shared services	X			X				Partnership framework in place. Ongoing sharing of expertise and capacity to build resilience especially in school improvement and Education Psychology. Both councils to consider further opportunities in light of national policy direction post 2015 elections.	
Youth Offending	B&NES NSOM	Integration	X			X				Discussions underway regarding sharing or merging functions. Next phase to start in Autumn 2014, and will need extensive consultation with partner/contributor agencies and National Youth Justice Board.	
Looked After Children Placements	West of England	Integrated commissioning	X			X				Strong sub-regional commissioning/procurement network in place to gain financial efficiencies and savings Further meeting July 2014 to consider further work.	

Service/Function	Partners	Proposed Model for Sharing	Anticipated Benefits				Timeframe			Lead Officers Comment	
			Financial Savings			Resilience Capacity & Skills	Higher Quality	< 1 YR	1 YR – 3YR		TBA
			<5%	5% - 20%	>20%						
Family Justice Review	B&NES NSOM SGLOS	Shared services	X			X				Project completed. Highly successful. Shared Posts in place between the three partners to respond to Family Justice reforms	
Adoption Service	Wider councils project	Integration	X			X				Both councils engaged in a wider initiative to consider the opportunity to move to a single adoption service across a wider local geography	
Emergency Planning	B&NES NSOM	Shared services	X			X				Discussions underway to share business continuity resource across the two councils in order to improve resilience of the service.	
Broadband rollout	B&NES NSOM	Shared services				X				Currently looking at the opportunities to potentially share a position to take forward the digital and broadband agendas.	
Waste	B&NES NSOM	TBA				X				Both councils current arrangements with Kier end in 2017. Initial discussions underway around future options, but it is recognised that contractual and service delivery arrangements differ.	

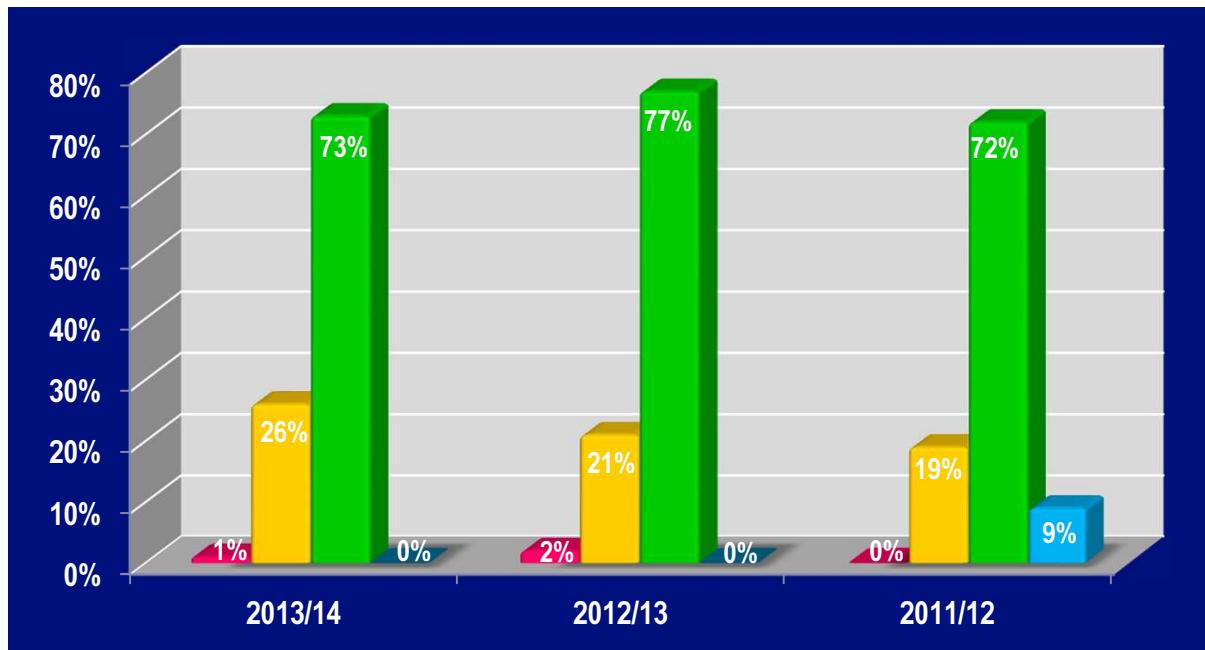
Resources PDS 2013/14 Year End Performance Update

Performance Headlines

- 34% of KPIs for 2013/14 are Green
- 13% of KPIs for 2013/14 are Red
- 73% of service plan commitments delivered in full
- 88% of residents satisfied with local area as a place to live
- Local economy strengthening and rebalancing after the effects of the recession and national / global economy however issues of affordability and standards of living will continue to occur
- National recognition achieved for our **#onecouncil** employee engagement and several customer-focused initiatives

Service Delivery Programme

Performance in 2013/14 is 73% of the commitments for the year delivered in full compared with 77% in 2012/13:



In light of the very challenging environment in which services continue to operate, this is a creditable outcome for the Council. Now published on the web

Some Key Achievements during the year

- **88%** of adult population are satisfied with Bath & North East Somerset as a place to live (up 3% on 2012)
- Roman Baths won **Best Large Visitor Attraction** in the South West Tourism Excellence Awards
- **6 Green Flag awards** for parks, our best ever results
- **Top performing Council** (2013) in the South West for GCSE results and in the top third Councils nationally
- **100%** of our complex families felt listened to and kept informed by their key worker
- **1.5m** kwh hours of energy a year saved through a ground-breaking LED street light scheme
- Hit most of our **key targets** including affordable housing and adoptions

Key Indicators

99 KPIs reported during 2013/14 -73 are populated with performance data, 24 are missing data but have an explanation and 2 are missing data with no explanation. **Breakdown of indicators across the three strategic objectives:**

RAG	Total (99 KPIs)	Promoting independence... (60 KPIs)	Creating neighbourhoods... (20 KPIs)	Building a strong economy (19 KPIs)
Red	13% (13)	18%	10%	0%
Amber	14% (14)	12%	20%	16%
Green	34% (33)	27%	55%	26%
Other	39% (39)	43%	15%	58%

Workplaces – update Right staff in the right place at the right time

One approach – 5 buildings

Customer access improved

- 3 one stop shops
- 1 communications hub

Flexible working and accommodation for staff & key
partners

- Better technology
- Break out space
- 3 to 2 desk ratios
- More meeting rooms

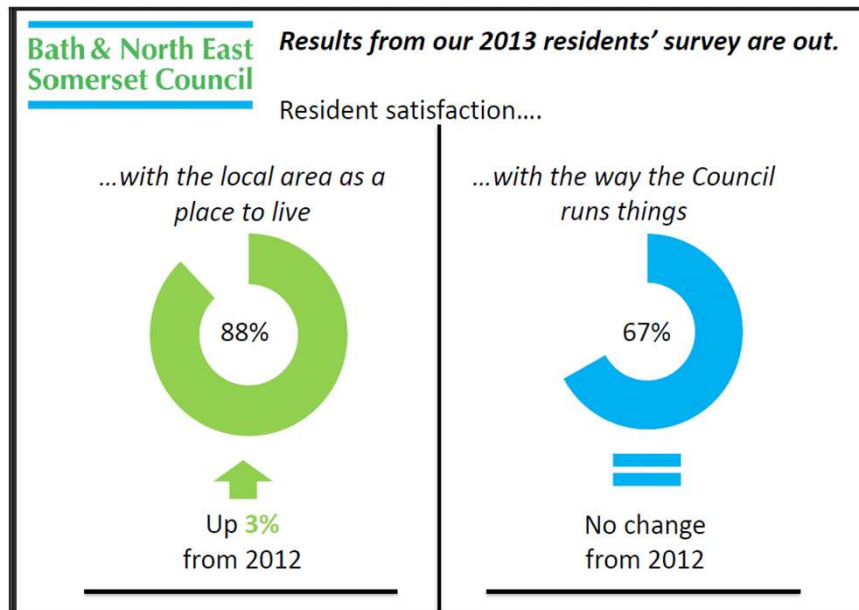
Guildhall- the main place for democratic decision
making

Workplaces update – Key benefits

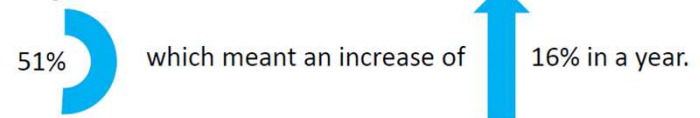
- Savings of £3.5M
- 40% less office space
- 70% less energy use
- Easier for customers to access services
- Improved staff morale
- Central to regeneration of Keynsham
- Refurbishing historic democratic base in Bath

Residents' Satisfaction

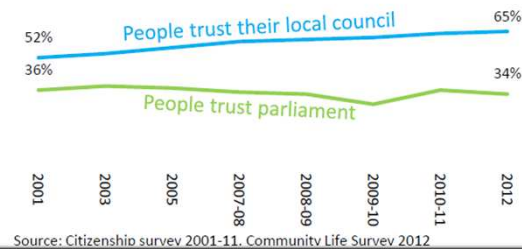
Resident satisfaction with the local area as place to live has increased to 88%...



Overall satisfaction with **how the council runs things** has changed a lot over time. In 2011 it was



There are many reasons why this happened, some to do with how we measure satisfaction; but according to national research it may be also be about **trust**.



... while satisfaction with how the Council runs things has increased to 51%.

Economic Update

<p>Business Growth</p> <p>300 more businesses</p> <p>Growth lower than the rest of the region; Professional, Scientific & Technical Activities top sector</p>	<p>New Business Start Ups</p> <p>-9.3% on last 12 months</p> <p>Farnborough ward experienced the greatest decrease with 23 fewer start ups</p>	<p>Enterprise</p> <p>+1% to 13%</p> <p>Percentage of self-employed increased in professional / scientific / technical businesses</p>	<p>Employment</p> <p>74% (72.3%)</p> <p>Work place jobs increased by 0.3%, unemployment reduced to 4.2% (England 7.2%)</p>
<p>Resident Wages</p> <p>£411.50</p> <p>1.7% below national average combined with reduction in work place wages to £381.80 per week</p>	<p>16 to 18 NEET</p> <p>3.8% (6.7%)</p> <p>16-18 year olds Not in Employment, Education or Training</p>	<p>Unemployed People Supported</p> <p>1.5%</p> <p>Claimants significantly lower than national average. Highest ward is Twerton at 4%.</p>	<p>Apprenticeships by Council</p> <p>40+</p> <p>Apprentice in Project Delivery won 'Outstanding Apprentice of the Year (Public Service)' award</p>
<p>Skills and Qualifications</p> <p>41.7% NVQ 4+</p> <p>15th highest in the country and reduction in population with no accredited qualifications</p>	<p>Retail Vacancy Rate</p> <p>-0.7% on last quarter</p> <p>Vacancy rates well below national average reflecting the strength of the city's retail offer</p>	<p>House Prices</p> <p>+4.8% year to March 2014</p> <p>High house prices and low wages cause issues in terms of living standards and social mobility</p>	<p>Affordable Homes Completed</p> <p>545</p> <p>On target to deliver 610 affordable homes during 2011-2015 period (open market value circa £122m)</p>

National Recognition

National recognition received from local government and public service bodies for several of our **#onecouncil** and customer focused service initiatives.

Awards include:

Awards and National Recognition 2013/14

- ★ '10 in 100' shortlisted as a finalist and high commended in the *Workforce Transformation* category of the Municipal Journal Awards 2014 and also shortlisted as a finalist in the *Employee Engagement* category in the Chartered Institute of People & Development People Management Awards 2014
- ★ 'Village Agent Scheme' commended in the *Delivering Better Outcomes* section of the Municipal Journal Awards 2014
- ★ Food Safety Team shortlisted as a finalist in the Municipal Journal Awards 2013 for their innovative business support model
- ★ Campaign to end loneliness awarded a gold standard to our joint Health & Wellbeing Strategy

Any Questions or Feedback?

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RESOURCES PDS FORWARD PLAN

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

Inevitably, some of the published information may change; Government guidance recognises that the plan is a best assessment, at the time of publication, of anticipated decision making. The online Forward Plan is updated regularly and

can be seen on the Council's website at:

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

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

Should you wish to make representations, please contact the report author or Michaela Gay, Democratic Services (01225 394411). A formal agenda will be issued 5 clear working days before the meeting.

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

Resources PDS Forward Plan

Bath & North East Somerset Council

Anticipated business at future Panel meetings

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
RESOURCES PDS PANEL - 21ST JULY 2014				
21 Jul 2014	Resources PDS	Shared Services (with other Local Authorities)	Andrew Pate Tel: 01225 477300	Andrew Pate
21 Jul 2014	Resources PDS	Performance Management Update	Steve Harman	Andrew Pate
21 Jul 2014	Resources PDS	Connecting Communities and Community Regeneration	David Trethewey Tel: 01225 396353	Andrew Pate
21 Jul 2014	Resources PDS	Financing of site provision for proposed Gypsy and Traveller Site (Lower Bristol Road)	Graham Sabourn Tel: 01225 477949	Louise Fradd
RESOURCES PDS - 15TH SEPTEMBER 2014				
15 Sep 2014	Resources PDS	Financing of the Better Care Plan Fund	Tim Richens Tel: 01225 477468	Ashley Ayre
RESOURCES PDS PANEL - 10 NOVEMBER 2014				
10 Nov 2014	Resources PDS	Impact on Customers of Organisational Development and Workplace Programmes - Update	Ian Savigar Tel: 01225 477327	Andrew Pate

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
10 Nov 2014	Resources PDS	Office Space Allocation - Changing the way we work - Update	David Thompson Tel: 01225 394368	Andrew Pate
10 Nov 2014	Resources PDS	Performance Management Update	Steve Harman	Andrew Pate

ITEMS TO BE SCHEDULED

The Forward Plan is administered by **DEMOCRATIC SERVICES**: Michaela Gay 01225 394411 Democratic_Services@bathnes.gov.uk

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