

Democratic Services

Guildhall, High Street, Bath BA1 5AW
Telephone: (01225) 477000 *main switchboard*
Direct Line: 01225 394411
Web-site - <http://www.bathnes.gov.uk>

Date: 31 October 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, 10th November, 2014

You are invited to attend a meeting of the **Resources Policy Development and Scrutiny Panel**, to be held on **Monday, 10th November, 2014 at 5.30 pm** in the **Council Chamber - Guildhall, Bath**.

The agenda is set out overleaf.

Yours sincerely



Michaela Gay
for Chief Executive

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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 Guildhall Bath (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 - Reception: Civic Centre - Keynsham, Guildhall - Bath, The Hollies - Midsomer Norton. Bath Central and Midsomer Norton public libraries.

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

- 4. Recording at Meetings:-**

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- 5. Attendance Register:** Members should sign the Register which will be circulated at the meeting.

6. THE APPENDED SUPPORTING DOCUMENTS ARE IDENTIFIED BY AGENDA ITEM NUMBER.

7. 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, 10th November, 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

At the time of publication no notifications had been received.

7. MINUTES OF PREVIOUS MEETINGS (Pages 7 - 20)

To approve the minutes of the previous meetings:

1. 15th September 2014
2. 29th September 2014 (Call in Meeting)

8. IMPACT ON CUSTOMERS OF ORGANISATIONAL DEVELOPMENT AND WORKPLACE PROGRAMMES - UPDATE

There will be a presentation at the meeting updating the Panel on 'Impact on Customers of Organisational Development and Workplace Programmes'.

9. MEDIUM TERM SERVICE & RESOURCE PLANS (Pages 21 - 36)

The draft Resources Medium Term Service & Resource Plan (MTSRP) update is presented for consideration by the panel to ensure all members of the panel are aware of the context and enabled to comment.

10. CABINET MEMBER UPDATE

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

11. PANEL WORKPLAN (Pages 37 - 40)

This report presents the latest workplan for the Panel.

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, 15th September, 2014

Present:- Councillors John Bull (Chair), Roger Symonds (Vice-Chair), Colin Barrett, Paul Myers, Barry Macrae, Nigel Roberts and Francine Haerberling (In place of Charles Gerrish)

27 WELCOME AND INTRODUCTIONS

The Chairman welcomed everyone to the meeting.

28 EMERGENCY EVACUATION PROCEDURE

The Chairman drew attention to the emergency evacuation procedure.

29 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Councillor Charles Gerrish sent his apologies for the meeting and was substituted by Councillor Francine Haerberling.

30 DECLARATIONS OF INTEREST

There were none.

31 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

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

There was none.

33 MINUTES

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

(Councillor Barrett asked about a report he has requested on 'Use of Consultants and Agency Staff'. Councillor Bull asked him to raise this at item 11 'Panel Workplan' and the item can be added for a future meeting).

34 FINANCING OF THE BETTER CARE PLAN FUND

Tim Richens, Divisional Director Business Support gave a presentation to the Panel on 'Financing of the Better Care Plan Fund' (a full copy of the presentation slides is on the website and available in the minute book for the Panel). The presentation covered the following:

- Better Care Fund (BCF) – Background
- BCF – Budget Summary
- BCF – Changing Requirements
- BCF – Key Financial Changes
- BCF – Specific Priorities
- BCF – Further details
- The Care Act – Background
- Phase One – April 2015
- Phase Two – April 2016
- Financial Implications
- Next Steps

The Divisional Director informed the Panel that this item is going to the Health and Wellbeing Board on 17th September.

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

Councillor Barrett asked if Curo and other social landlords are involved. The Divisional Director explained that he thought that Curo would be involved especially regarding social housing. He explained that regular providers are engaged.

Panel members discussed the target regarding reductions in emergency admissions. Councillor Haerberling explained that better care in general brings down emergency admissions. Councillor Bull stated that the onus is on the local authority to reduce the number of admissions, not hospitals.

Councillor Barrett asked if new funding was being put into to this area, the officer explained that it is not new money to the NHS, it is about how to spend existing money with a change of focus.

Councillor Haerberling stated that this Council has been integrated with the NHS for a period of time so we can be seen as a leader in integration.

Regarding the Care Act, the officer explained that this is a major piece of legislation. Regarding a question about taking on staff to implement this he stated that staff had been taken on but that there had also been some government funding. He explained that the implementation date is 1st April 2015.

Councillor Macrae asked about having a single national standard regarding care funding. The officer explained that the second phase (April 2016) would bring in means testing. The officer further explained that assessments have been made about the proportions of retired people in the area but it did depend on who presents themselves.

There was some discussion around the worst case scenario in terms of a shortfall. The officer explained that it would be difficult to predict because it is demand led.

Councillor Macrae explained that he felt encouraged that the finance team have a good grip on the figures but questioned the Panel receiving this information pre-decision.

Councillor Bellotti explained that the information has been given at this stage so that the Panel get some ideas of the discussions the Cabinet will be having. He explained that although political groups will have their priorities, most would want to fund this.

35 COUNCIL PROCUREMENT

Tim Richens, Divisional Director Business Support gave a presentation to the Panel on 'Council Procurement' (a full copy of the presentation slides is on the website and available in the minute book for the Panel). The presentation covered the following:

- Procurement Update
- Objective
- Support Services – Target Operating Model – Procurement
- Traditional Cycle
- Resourcing
- New Intranet Site
- Continuing Improvement
- Principles
- Desired Outcomes
- Provisional 'Think Local' Dashboard
- Shared Services
- Opportunities for Sharing

The Divisional Director explained that the 'Think Local' strategy had been launched a year ago and that this item is an update.

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

Councillor Barrett asked about the criteria set and the officer explained that there is a range of criteria including social value and locality. He explained that value for money is still the driving force. He explained that a panel assess contracts based on a set of criteria. Councillor Macrae stated that the public would expect an objective assessment and a transparent decision. The officer explained the e-procurement system and that both assessment criteria and results are published.

Councillor Barrett asked about consultants and agency staff. The officer explained that there is a standard council wide contract with Comensura for agency staff.

Councillor Barrett asked if the Council saves as much as is spent on the team. The officer pointed to other benefits such as social and environmental value and gave an

example – in the contract regarding the Keynsham building project, Willmott Dixon committed to use local sub-contractors and local materials.

Councillor Bellotti stated that he had brought this strategy of 'Think Local' back to the Panel to report on progress. He explained that results showed a modest improvement which is a good start. He gave some examples of the benefits of 'Think Local' which are that local goods reduce mileage and provide local jobs which helps the local economy.

Councillor Bull stated that he supported the policy as he feels it is good for local employment and the local area.

Councillor Symonds explained that this policy had seen progress already and it is also about the Council setting a good example of valuing people and workers in the area.

36 CABINET MEMBER UPDATE

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

- Keynsham building work is coming together and staff will be moving in in approximately a month. He explained that Keynsham Town Council have been taken on a tour. He explained that the building will be energy efficient. On other Council buildings he explained that there will be 120 people in the Guildhall and that Northgate House will be vacated in 2015.
- In terms of the budget, he explained that an overspend can occur due to very few cases in some areas. He explained borrowing has reduced down to £70million (from £120m) but would be going up £80m which is within approved borrowing limits. He stated that cash flow is important and more details are available in the appendix to the recent Cabinet papers.
- The Colonades and Guildhall Market plans have had approval to move on.

Councillor Macrae stated his concern for female Councillors walking back to Manvers Street Car Park after late meetings and also that there would be no parking at the back of the Guildhall for disabled people. The Cabinet Member explained that parking for Councillors would be provided in Manvers Street Car Park and that there are now disability parking bays at the front of the Guildhall. Councillor Haerberling added her concern about female Councillors returning to Manvers Street. The Cabinet Member responded that something had to be worked on regarding people being accompanied after late meetings.

37 PANEL WORKPLAN

With the addition of the following items, the work plan was noted:

- Use of Consultants and Agency staff - March 2015 (*Note: Councillor Barrett stated that the information could be fed through to him rather than form a full report if the information could be ready sooner*)
- Report on Benefits Changes/Welfare Reform Update – March 2015
- Procurement – update September 2015

The meeting ended at 7.30 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

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BATH AND NORTH EAST SOMERSET

RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

Monday, 29th September, 2014

Present:- Councillors Colin Barrett, Paul Myers, Nigel Roberts, Robin Moss (Chair) (In place of John Bull), Rob Appleyard (In place of Roger Symonds), Tim Warren (In place of Charles Gerrish) and Francine Haeberling (In place of Barry Macrae)

Also in attendance: Cabinet Member for Community Resources – Councillor David Bellotti; Council Leader – Councillor Paul Crossley and Councillor Liz Richardson – Lead Call-in Councillor.

38 WELCOME AND INTRODUCTIONS

The Chairman welcomed everyone to the meeting.

39 EMERGENCY EVACUATION PROCEDURE

The Chairman drew attention to the emergency evacuation procedure.

40 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Councillor John Bull (Chairman) sent his apologies and was substituted by Councillor Robin Moss.

Councillor Roger Symonds (Vice Chair) sent his apologies and was substituted by Councillor Rob Appleyard.

Councillor Charles Gerrish sent his apologies and was substituted by Councillor Tim Warren.

Councillor Barry Macrae sent his apologies and was substituted by Councillor Francine Haeberling.

41 DECLARATIONS OF INTEREST

There were none.

42 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

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

THIS MEETING

Statements and questions received are included under item 7.

44 POLICY LOAN OF £500K IN WILMINGTON FARM SOLAR ARRAY

Statement from Lead Call-in member – Councillor Liz Richardson (a copy of the full text of this presentation is held on the minute book)

Councillor Richardson explained that the call-in is not about objecting to a solar energy farm but only whether the loan is a wise and prudent use of tax payers money. She outlined the three main reasons for calling in the decision:

- Why was the due diligence not completed before the decision was made?
- Why were other options not considered for the use of this money?
- Why are there no figures on how many 'green jobs' will actually be created from this allocation from the fund?

She added that she felt that more information is required on this and urged the Panel to uphold the Call-in.

Questions from the Panel to the Lead Call-in Member

Councillor Nigel Roberts asked if the Lead Call-in member had put the questions to the relevant officers including the 151 officer. Councillor Richardson explained that she had but did not get the answer to all of her questions.

Statement from Cabinet Member for Community Resources – Councillor David Bellotti (a copy of the full text of this presentation is held on the minute book)

Councillor Bellotti stated that The Green Investment & Jobs Fund (£1m) was approved by Council in February 2014 and pointed to the Council's renewable energy targets and policies. He explained that this decision had been made subject to due diligence as is usual Council practice. He stated that he felt the loan represents a reasonable and prudent investment. Councillor Bellotti gave examples of other authorities lending at 5% which compared favourably with the loan to BWCE (Bath & West Community Energy) and also to the Government encouraging Local Authorities to borrow from the public loan works board to fund energy projects. He went on to report that the due diligence had now been completed and that PWC (Price WaterHouse Cooper) had judged the business case as reasonable and Arlinghouse had approved.

Questions from the Panel to the Cabinet Member

Councillor Francine Haerberling asked if it is right for the Council to invest money when a number of Councillors are investors in the project. Councillor Bellotti replied that it is a business decision. He further explained that he is not an investor in this company but had contributed to other bodies and would hope that this would not preclude him from supporting them in other ways.

Councillor Barrett asked who made the first approach regarding the loan and if the Council are committed to further investment. Councillor Bellotti explained that a co-operation agreement was signed in 2011 between the Council and BWCE and this proposal had come up as a result of this agreement. He further explained that there was still £500k in the budget and no further commitments.

Councillor Tim Warren asked how many local jobs would be provided as a result of the project. Councillor Bellotti explained that the £1m approved by Council was for green investment as well as jobs. He explained that the local farm needs to diversify like other farms and this project would provide many more years of business securing all the jobs there currently. Also jobs in manufacturing would be provided. Councillor Warren asked how many agricultural jobs will be lost due to the land not being cultivated, he also stated that he did not think sheep could still graze the land among the panels. Councillor Bellotti explained that he had observed solar farms in Cornwall with sheep grazing.

Councillor Warren asked if any alternatives have been considered. Councillor Bellotti responded that a co-operation agreement exists with BWCE and he is unaware of anyone else who has formed a company such as this, they are unique in that profits are put back into the community.

Councillor Warren asked about the life of solar panels. Councillor Bellotti explained that they have a residual value and the Council would have first call upon them. On taking advice from the 151 officer, he further explained that if the company folds, the Council would step in and take over the project.

Councillor Warren stated that, as the due diligence report had been received on Thursday 25th September, this was outside the call-in period. Councillor Moss noted that there was an issue with the timetable for the call-in and the due diligence deadlines.

Councillor Myers asked if there were any other options to spend the green fund. Councillor Bellotti explained that there are very few choices for the Council to invest in energy, if individual households are invested in, the number of residents who would benefit from this would fall well below that of the project with BWCE. He explained that BWCE is the only community interest based company in Bath and North East Somerset and if any other such companies came up, he would look at it. He added that the £1m in the Capital Programme approved in this area cannot be used for revenue projects such as toilets.

Councillor Myers asked if the Council is making the loan because it wishes to or because the project could not go ahead without the loan. Councillor Bellotti explained that BWCE is a local Community Benefit Company with many local shareholders who are our residents. He stated that the Council was only putting forward 20% of the project costs.

Statement from the Council Leader – Councillor Paul Crossley

Councillor Crossley explained that the £1m budget for green investment fits in with a number of Council strategies and is also about community engagement. He explained that he has no shares in BWCE but thinks it is a good model. He explained

how it had been exhilarating to see people at the share offer launches and explained that the Council and investors will get their money back. He further explained that BWCE is rated as the best energy company in the Country. He stated that he had no problem answering questions on the decision but hoped that the Panel dismiss the call-in.

Questions from the Panel to the Leader

Councillor Warren stated that the decision papers are thin and there is not much information in them. Councillor Crossley stated that he did not agree and he felt they had all the information they needed to make the decision.

Councillor Haerberling stated that a number of elected members would gain due to this investment by the Council and she feels uncomfortable with this. Councillor Crossley stated that he took a counter view, he is delighted that some Councillors have invested, we all invest in the pension fund and this is the same model. He stated that he felt there is no conflict, there is a cooperation agreement, it is all above board and we should be celebrating. The Chairman Councillor Moss reminded all present that any Councillors with financial interests in BWCE have withdrawn from the Panel meeting today and arranged for substitute members to sit on the Panel. He confirmed that the Panel members considering this call-in have no investments in BWCE.

Councillor Barrett stated that if the project is due to start in December, where is the democracy. Councillor Crossley responded that democracy is all around this decision, the Council approved the budget, it is in line with Council policies on which there has been wide discussion. He stated that the loan is based on democratic decisions at all stages. The Chairman Councillor Moss added that the fact that the Panel is hearing the call-in shows that the democratic process is working.

Councillor Myers stated that it is his job as a scrutiny panel member to ask questions. He asked if the statement that BWCE is the best in the country is an opinion or an official status. Councillor Crossley explained that the company had won 'Best Performing Energy Company' at the Community Organisations Awards this year which is country wide.

Items from the Public and Councillors

William Hobhouse (*a copy of the full text of this presentation is appended to these minutes and held on the minute book*)

Mr Hobhouse made a statement in support of the loan and urged the Panel to dismiss the call in.

Nicolette Boater (*a copy of the full text of this presentation is appended to these minutes and held on the minute book*)

Ms Boater made a statement supporting the call-in process on this decision.

Pete Capener – Chair of Bath and West Community Energy *(a copy of the full text of this presentation is appended to these minutes and held on the minute book)*

Mr Capener made a statement providing some background on BWCE and supporting the approval of the loan.

Panel members asked the following questions:

Councillor Warren stated that he was not against BWCE, he asked how many permanent local jobs were involved. Mr Capener responded that he employs 3-4 full time equivalents, the project would safeguard these jobs and grow.

Councillor Warren asked what banks had been approached. Mr Capener explained he had been to a number of banks.

Councillor Warren asked how the community would benefit from the project. Mr Capener responded that the Council will receive good commercial return and a surplus which could go into Council revenue projects.

Councillor Warren asked what the £700k would be used for. Councillor Crossley responded that discussions had been started about how the fund will be allocated.

Councillor Barrett asked if Curo had been approached. Councillor Crossley explained the 'Energy at Home Programme'.

Philip Haile *(a copy of the full text of this presentation is appended to these minutes and held on the minute book)*

Mr Haile made a statement stating that he felt the scrutiny on the decision was not unreasonable but that he felt the decision should not be delayed.

Nick Francis *(a copy of the full text of this presentation is appended to these minutes and held on the minute book)*

Mr Francis made a statement about the decision of his church to disinvest in any companies involved in fossil fuel extraction and take up investments in renewable energy. He urged the panel to dismiss the call-in.

Councillor David Martin *(a copy of the full text of this presentation is appended to these minutes and held on the minute book)*

Councillor Martin made a statement supporting the loan and stating that he felt the call-in request had been satisfactorily answered. He urged to panel to dismiss the call-in so that the project can proceed in a timely manner.

Mr WR Cudlipp *(a copy of the full text of this presentation is appended to these minutes and held on the minute book)*

Mr Cudlipp asked some questions and the Chairman referred to the circulated answers.

The Chairman referred to another set of questions (from Helen Dudden) and answers circulated.

The Chair announced a 10 minute adjournment.

When the Panel reconvened, the Chairman asked Panel members if they had any further comments or questions before the closing statements.

Councillor Tim Warren stated that he had found the meeting to be very informative, although he had had some concerns with the process. He stated that he felt BWCE are a good company and he did not want to delay the project. He proposed that the call-in be dismissed and that a report be sent for information to the November (2014) Council meeting. Councillor Francine Haeberling seconded the proposal.

Closing statement – Cabinet Member for Community Resources

Councillor Bellotti explained that he has been happy to provide information at this meeting and is grateful to the Conservative group for not holding up the implementation of the decision. He referred again to the budget of £1m being agreed by Council and relevant Council policies. He noted other Council's lending at lower rates of interest and also the Government policy on green energy projects. He concluded that he had made the decision based on a business and finance point of view and was happy to provide more information. He stated that he is grateful that the call-in is likely to be dismissed.

Closing statement – Lead Call-in Councillor

Councillor Richardson thanked all present and welcomed the open and democratic discussion. She stated that it would have been useful to have had more information before today as there had been a lot of unanswered questions. She concluded that the majority of questions had been answered and was comfortable with the call-in being dismissed.

The Chair stated that each panel member would be given 3 minutes to make comments and indicate their decision:

Councillor Warren stated that his one concern is the due diligence period and the call-in timeline. He stated that he had not once wanted to stop the solar farm being built.

Councillor Nigel Roberts stated that he is in favour of dismissing the call-in. He thanked all who contributed.

Councillor Haeberling stated that she was grateful that this discussion had been had in public and now that all the information is available, there is cross party agreement. She added that she remained concerned that some Councillors will be benefitting from this decision.

Councillor Barrett stated that he felt the call-in had been essential and given the opportunity to debate and come to the right answer.

Councillor Myers stated that he felt some concerns over the process and stated that the call-in had been an education.

Councillor Appleyard stated that the call-in had been a useful exercise. He stated that Councillors can get information from officers and Cabinet Members outside of meetings. He added that the Council had a strong 'Declarations of Interest' regime and that it is up to individual Councillors to declare their interests.

The Chairman Councillor Moss stated that there had been interesting debate and a balance is needed between this process and the need to make timely decisions. He explained that a report to Council will mean information heard today will be disseminated. He agreed that Councillors can speak to officers outside of meetings but noted that members of the public cannot always do that. He stated that he would be concerned if Councillors could not invest for example in Credit Unions. He asked if the system is right in that the call-in process is not always in line with due diligence processes. He added that this green project is a good use of £500k.

Decision

On a recommendation from Councillor Tim Warren, seconded by Councillor Francine Haerberling, it was agreed to:

- 1. Dismiss the call-in (the decision shall then take effect immediately); and**
- 2. Report to Council (November 2014) on the Panel's deliberations and decision (Information Only report).**

The meeting ended at 12.15 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

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Bath & North East Somerset Council		
MEETING/ DECISION MAKER:	Resources Policy Development & Scrutiny Panel	
MEETING/ DECISION DATE:	10 November 2014	EXECUTIVE FORWARD PLAN REFERENCE: <i>[Cabinet reports only]</i>
		E
TITLE:	Resources – Medium Term Plan Update	
WARD:	All [or list specific wards]	
AN OPEN PUBLIC ITEM		
List of attachments to this report: Draft Medium Term Plan update and attachments		

1 THE ISSUE

1.1 The draft Resources Medium Term Service & Resource Plan (MTSRP) update is presented for consideration by the panel to ensure all members of the panel are aware of the context and enabled to comment.

2 RECOMMENDATION

The Panel is asked to:

- (1) Comment on the update to the 3 year medium term plan update for Resources, focusing on matters affecting 2015/16, and note that this will be the third year of the plan.
- (2) Identify any issues requiring further consideration and highlighting as part of the budget process for 2015/16.
- (3) Identify any issues arising from the draft plan it wishes to refer to the relevant portfolio holder for further consideration.

3 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

3.1 This medium term plan update forms the basis for the budget process for 2015/16 and all relevant statutory matters are either referred to in this update or the original plan approved in 2013 (PDS November 2012).

4 THE REPORT

4.1 This report forms part of the 2015/16 service and resource planning process. As set out in the enclosed medium term plan update), the next steps include:

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

5 RATIONALE

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

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

6 OTHER OPTIONS CONSIDERED

6.1 This is a package of options as set out in the report and reflects the Council's corporate plan, its vision and values, the medium term plan agreed in 2013, public feedback, changes in legislation and the Cabinet's priorities.

7 CONSULTATION

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

7.2 Further consultation has taken place as part of developing the revised Corporate Plan. Budget fairs are taking place now.

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

8 RISK MANAGEMENT

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

- (1) The robustness of the savings estimates.
- (2) The potential for some service levels to deteriorate as a result of the savings, some savings are from service reductions but most savings are directed at efficiencies or increased income.

- (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.

Contact person	<i>Andrew Pate Strategic Director – Resources Tel: 01225 477300</i>
Background papers	<i>Corporate Plan and 2013/14 budget papers plus medium term plans</i>
Please contact the report author if you need to access this report in an alternative format	

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MEDIUM TERM SERVICE & RESOURCE PLAN UPDATE

RESOURCES

Business Support, Customer Services, Strategy & Performance, Property & Project Delivery *plus* Legal & Democratic Services

2015-16

Introduction

This is the third year of the period covered by the 2013-14 to 2015-16 medium term plans. The medium term plans were reflected in the budgets approved by Council in both February 2013 & 2014. The original plans can be found on the Council's web site with the agenda papers for the November 2012 PDS panels.

This 2015-16 update is a summary of key changes affecting the plan and does not restate the information contained in the original plan. This update provides important background information to the 2015-16 budget process, which will culminate in a report to the February 2015 meeting of Council. The 2015 February budget report will incorporate assumptions made as part of the three year planning process, together with new planned variations to reflect current circumstances, and approval for those variations. It will also set both the budget and the consequent level of Council Tax for 2015/16.

This document contains the following updates:

- Strategic Context – financial, legal, service and policy headlines
- Structural Changes – summary of the new management arrangements
- Progress Achieved – how the delivery of the 3 year plan is progressing
- Variations to the plan – proposed changes concentrating on 2015-16
- Capital Programme – proposed alterations to the capital programme
- Risks & Opportunities – key risks to delivery of the plan but also opportunities
- Equalities – summary of approach

Strategic Context

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

The three year financial challenge was summarised in 2013/14 and this has been updated to take account of subsequent Government funding announcements and policy changes. Over the three-year period of the Medium Term Service and Resource Plan from 2013/2014 to 2015/2016 we estimate at least £30M of savings or additional income will need to have been delivered.

As part of the Budget considerations for 2015/2016, there have been a number of key Government announcements which have an impact on the original plan three-year plan. The most significant of these was the Local Government Finance Settlement announced in Jan 2014 which set out the following provisional figures for 2015/16:

- A 13.5% reduction in the Council's funding assessments - this actually equates to reduction of 27% in Revenue Support Grant.
- A reduction of 20% in the Education Support Grant.
- Council Tax Freeze Grant equivalent to 1% of council tax for councils who freeze their council tax for the year.

The Governments changes to Health and Social Care funding arrangements in the form of the Better Care Fund also present challenges for the Budget. The plan supporting the local arrangements for this fund was originally approved in March 2014 but required revisiting following changes announced by the Government in May 2014. A revised plan which reduces the original level of funding allocated to support community health and social care costs was approved in September 2014 for consideration by the Department of Health.

In June 2014, the Better Care Act passed into law with major changes impacting on the provisions for Social Care. These changes are phased between 1 April 2015 and 1 April 2016 and cover a range of new requirements for Local Authorities from support to carers through to the capping of care costs met by self-funders. The financial implications are considerable and the Council will need to make appropriate provision for any costs not being met by the Government.

These changes, together with the existing savings to be identified and other variations, mean a further funding requirement of £9m for the Council is required to balance the 2015/16 Budget.

For 2015/16 the focus will be on the variations that are needed to the approved medium term plan to deliver a balanced Budget proposal for the Council in February 2015. The Variations section of this update (below) provides further details of the projected Budget Gap for 2015/16 together with proposals to address this.

The Cabinet's aim remains once again to achieve the original three year medium term plan (final year of) with minimal alterations, but at the same time to reflect public feedback together with local and national policy changes. The Council has a good level of reserves and can use these to smooth the effects of policy changes and additional financial challenges. The indication from Treasury figures is that an equally tough set of financial targets will need to be repeated in the next 4 year plan which starts in 2016, and of course at that time the difficulty in meeting the challenge will have increased as efficiency opportunities will be less.

In the case of the Resources Department the key policy context changes are

- A new One Council approach with projects like 10 in 100 to stimulate new thinking and working across departments.
- Approval of the West of England (WoE) City Deal with B&NES now acting as the accountable body for the £500M, 25 year, Economic Development Fund for the sub region. The WoE Regional Growth Fund grants for business are also administered by this Council, as are Regional Infrastructure Loans, and the Local Growth Fund as part of our key support role for the Local Enterprise Partnership (LEP).
- New Local Government Pension Scheme (LGPS) is now being implemented following the Hutton review. This medium term plan, and update, does not include

the pension fund, albeit B&NES has the lead for the WoE and the fund is administered in the Council's Business Support Division.

- New Council Procurement strategy, now in its second year, with a "Think Local" theme to encourage local procurement and support for local businesses.
- Implementation of the new Universal Credit system as part of the Government's Welfare Reform agenda. This began locally in 2014 and will be gradually rolled out. B&NES was a pilot authority – working with Department of Work & Pensions who lead the programme - and is focusing on ensuring there is good local advice, plus shared facilities where possible, to support the implementation.
- Appointment of Police & Crime Commissioners in November 2012 which transfers much of the operational role for Community Safety to the Police Authority.
- Publication of the Council's Health & wellbeing Strategy and also the Joint Strategic needs Assessment that supports it. The new Better Care Plan and Care Act are similarly important and herald significant new responsibilities such as assessments of cumulative care costs and implementation of a cap on these costs to limit the liability of individual recipients of care packages.
- Progress with the Workplaces Programme which creates flexible working and new office layouts plus completion of the new Keynsham offices, library, retail and one stop shop from October 2014. Also new ICT strategy to support this following the return of the ICT service in house.
- New work led by the Place Department on a strategy for the Enterprise Area in Bath which will drive regeneration in that area and also help guide the programme for property disposals and achievement of capital receipts.
- Good collaboration with BWCE to achieve sustainability projects which generate both carbon reductions and financial savings, regional and national recognition for this, and external funding for an energy at home service to help households with high fuel bills and poor insulation.
- A greater clarity about how to improve links with local communities under the Council's Connecting Communities programme.

In the case of Legal and Democratic Services, implementation of Individual Elector registration.

Structural Changes

The Resources Department was restructured with effect from 1 August 2013. These changes are now becoming well embedded albeit further restructuring, to achieve full integration, continues. There is also a new emphasis on partnering more effectively with users of corporate and support services. The following Divisions were created:

- Business Support
- Customer Services
- Strategy & Performance
- Property & Project Delivery

Some of the key changes linked to this are:

- Review of the department's objectives
- Key efficiency savings including achievement of £500K management savings

- Clearer focus on priorities
- Taking on project delivery functions from the former Major Projects department
- Combining Improvement & Performance with Policy & Partnerships
- Returning ICT and People Services in-house, and incorporating these services in the Business Support Division
- Creating a new team for the remaining life of the Workplaces Programme to support cultural change – developing a One Council, community and customer focused approach - and improvements to the working environment including flexible working
- Developing a shared service approach with North Somerset to the HR and payroll system, plus an Internal Audit Partnership and starting to explore other opportunities.

Some further important details are that

- Business Support incorporates a wider range of internal support roles for the Council including finance (S151), ICT, audit, people services and procurement
- Libraries and Customer Services functions have been combined to give a better integrated service over time. A new libraries strategy is in preparation.
- Project Delivery and Property have been combined although further changes are being made to achieve full integration of these functions and to better meet the needs of users of these services.
- Work to fully integrate what were two divisions into Strategy & Performance is underway and formal consultations will begin shortly.
- Legal & Democratic Services remain separate and report to the Chief Executive

Progress Achieved

The 2014/15 Resources Department budget, including the achievement of management savings, is on target. This provides a sound basis for future savings.

The 2014/15 corporate budgets managed by Resources are also on target but note:

- The increase in commercial estate income, some of which is slightly delayed – there has been good progress but there is more to do - resulting in a temporary shortfall of about £250k, but this is more than offset by improved housing benefits subsidy.
- The savings from restructuring of debt remain on target and benefit from the continued low short term interest rates.

Variations to the Plan

The remaining year of the Approved medium term plan (2015/16) is attached at Appendix 1. This includes a more detailed commentary on progress towards delivery of the approved savings and additional income streams for the final year of the plan.

There are a number of variations required to the plan in order to arrive at a balanced Budget these will be set out in more detail as part of the final Budget Proposal in February 2015. Some of the key items currently under consideration are set out below:

Potential Funding Pressures

- Changes in government funding including Revenue Support Grant and Education Support Grant
- New funding burdens including Care Act implications, Social Fund and Deprivation of Liberty Safeguards.
- Changes to original savings proposals – these are set out in the in the update provided at Appendix 1.
- Impact of new Capital Schemes

Potential Funding Opportunities

- Increases in anticipated Business Rate Growth and related Business Rate opportunities.
- New Housing including increasing New Homes Bonus and Council Tax Base.
- Financing opportunities including funding of the Local Government Pension Fund deficit.
- Commercial income, including profit share from the Thermae Spa and income from Green Energy investment.
- The contribution to Community Health and Social Care costs from the Better Care Fund.
- The use of the Financial Planning Reserve.

With the exception of the variations identified above, any further changes considered by the Council will require the identification of further additional savings to balance the Budget.

Capital Programme

A draft summary of proposed variations to the capital programme is attached at Appendix 2. These proposals are at an early stage and will be put forward in more detail for approval as part of the February budget report.

All the Resources schemes are designed to achieve additional savings or new capital receipts for the Council and so have a positive impact on the revenue budgets. The most notable example is the plan to continue with more active commercial estate acquisitions where opportunities arise and where these have excellent returns.

Risks & Opportunities

There are significant efficiency targets in the plan and those arising from the changes in workplaces, customer services, and business support should not be understated.

Management capacity was reduced by the restructure and is now stretched. Delays to capital schemes and other changes is the risk. Good controls remain in place to ensure correct decision making and protection of assets.

The future financial plans include an aspiration to combine various operation assets and link better with community organisations, the voluntary sector and public sector partners to do this. This work is being scoped to see what in addition to the successful rationalisation of offices (as part of Workplaces) is possible. The savings target for 2015-16 has been put back.

Changes in ICT have to date been very significant and successful over the last 12 months, linked to workplaces and flexible working plus Government security requirements (PSN). New HR and payroll systems, children's and adult systems, client finance systems for social care are now being procured and implemented.

Welfare reform is being rolled out gradually and this reduces risk, albeit DWP have had some ICT problems. Good collaboration with DWP remains essential.

Some of the additional income planned for the commercial estate is market opportunity driven. The Councils access to low interest rates and linking acquisitions to strategic objectives remains important.

Equalities

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

Appendices

1. Savings details – MTSRP final year progress summary 2015/16
2. Additional Capital Schemes

2015/2016 Budget Timetable – PDS Panel Dates for MTSRP's

Resources - **Final Reports by:** 30 October **Meeting Date:** 10 November

Planning, Transport and Environment - **Final Reports by:** 31 October **Meeting Date:** 11 November

Housing and Major Projects - **Final Reports by:** 10 November **Meeting Date:** 18 November

Economy and Community Development - **Final Reports by:** 12 November **Meeting Date:** 20 November

Early Years, Children and Youth - **Final Reports by:** 17 November **Meeting Date:** 24 November

Wellbeing - **Final Reports by:** 21 November **Meeting Date:** 28 November

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MEDIUM TERM SERVICE & RESOURCE PLAN – SAVINGS DETAILS

RESOURCES

2015-16 Saving £000	How saving to be achieved	Previously Reported Impact on Service Delivery	Strategic Directors Update on Saving Proposal for November 2014 PDS Panel
150	<p>ICT - Corporate</p> <p>Rationalisation of systems, improved procurement & implementation of new ICT Strategy plus consolidation of budgets.</p> <p>This saving will apply across all departments and so is described as corporate even though will be led in the Resources Department.</p> <p>New centralised or federated staffing model required</p>	<p><i>This saving is the balance remaining from the initial £1 million Change Programme target (£350k delivered in 12/13), and includes savings arising from new ICT strategy.</i></p> <p><i>Delivery dependent upon ICT transferring in-house on 1 August 2013 & then centralisation and rationalisation of all ICT spend from 1 April 2013.</i></p> <p><i>Reduced spend on ICT will mean ICT will be provided strictly to meet priority business needs</i></p> <p><i>The effective completion of this programme requires continued investment in the change from the relevant reserve and links to the capital programme.</i></p> <p><i>Link to Sirona ICT strategy to be evaluated</i></p>	<p>Budgets have been centralised across from all directorates on time. Currently monitoring spend against the centralised budget. It is envisaged that the full saving will be delivered. Centralisation of staffing partially complete. Returning the service in house has enabled a radical change in strategy which was required to deliver the savings.</p>
170	<p>Customer Services</p> <p>Business Development</p> <p>Stopping the business development service once the new way of working has been fully rolled out in 2015/16.</p>	<p><i>This is a year 3 savings from simply stopping a service development function on the basis it will have become business as usual - The Business Development Team in Customer Services supports the customer services change programme – removing this team will mean the programme comes to an end in 15/16 – the schedule suggests a one off source of resources in 15/16 may be needed to sustain the programme through that year and then stop.</i></p>	<p>15/16 will see the end of the original programme and will be funded by one off funding for invest to save projects. A new programme to improve the emphasis on prevention rather than reaction to customer demand (in all services) plus help customers help themselves with more 'channel shift' to the web, whilst still providing face to face services for those that need it in the improved one stop shops.</p>
100	<p>HR & Payroll – delivery model</p> <p>New methods with less data inputting and more self service.</p>	<p><i>New model for HR/Payroll service delivery agreed, consistent with future function and size of the Council. Currently subject to finalising the business case.</i></p> <p><i>Savings are dependent upon insourcing of transactional and payroll functions from Mouchel and new software platform to support manager / employee self-service.</i></p> <p><i>Full implementation will take 2 years. Benefits will also include accurate & up-to-date management information.</i></p>	<p>A project group has now been set up to move this forward. A new system is being implemented and is to be shared with North Somerset early in 15/16.</p>
17	<p>Customer Services</p> <p>New standardised and simplified customer contact arrangements</p>	<p><i>To be delivered as per Release 1 of customer services change plan.</i></p> <p><i>Face to face customer service options retained but self serve and web improved. Also affects e billing and document management,</i></p>	<p>On target, plans for delivery already in place</p>
19	<p>Libraries</p> <p>Customer Services Project within the Change Programme</p>	<p><i>Better customer service and lower processing costs</i></p>	<p>Transferred from Place Directorate. Detailed plan for achievement in place and savings realised from integration with customer services.</p>
20	<p>Property</p> <p>Print procurement and delivery efficiencies.</p>	<p><i>Business to be run at scaled back level to test viability of this approach.</i></p> <p><i>For more specialist work a new framework contract is in place.</i></p>	<p>Under review and targets being achieved</p>
476	Sub Total - Change Programme Savings		
2015-16 Saving £000	How saving to be achieved	Impact to Service Delivery	Strategic Directors Update on Saving Proposal for November 2014 PDS Panel
6	<p>Property</p> <p>Corporate Estate – efficiencies</p>	<p><i>Reductions in corporate estate budgets to deal with one off work.</i></p> <p><i>The main savings relate to workplaces and have already been accounted for as part of that project. Workplaces savings are accounted for corporately and have been substantial with 40%</i></p>	<p>On target, plans for delivery already in place.</p> <p>Workplaces still delivering as planned and on time.</p>
200	<p>Finance</p> <p>More savings in management of finance to reduce the service to a core service</p>	<p><i>A more rigorous risk based approach with less routine reporting and simplified budgets needed.</i></p> <p><i>Investment in finance has helped the Council keep on top of the financial challenges, this strength needs to be protected.</i></p>	<p>Detailed plan for achievement currently being worked on. This is a higher risk item.</p>
500	<p>Policy & Partnerships + Property</p> <p>Community Use of Assets – Corporate Asset Consolidation</p>	<p><i>Review of use of Council owned operational assets, based in communities, to see which ones might be better run by the communities themselves, also which should be consolidated and which sold off. Also affected by the new statutory 'right to bid'.</i></p>	<p>Initial discussions regarding strategy for implementation suggest that delivery will not be deliverable in 2015/16. the idea is to create some pilots and link this to connecting communities work. The overall budget estimates now allow for this.</p>

2015-16 Saving £000	How saving to be achieved	Previously Reported Impact on Service Delivery	Strategic Directors Update on Saving Proposal for November 2014 PDS Panel
	This saving will apply across all departments and so is described as corporate even though will be led in the Resources Department	<i>The review does not include the Councils main offices, which have been reviewed and are being rationalised as part of the workplaces programme.</i>	
706	Sub Total - Other Cashable Efficiency Savings		
2015-16 Saving £000	How saving to be achieved	Impact to Service Delivery	Strategic Directors Update on Saving Proposal for November 2014 PDS Panel
200	<p>Property</p> <p>Commercial Estate</p> <p>Increased revenue income through investment in Commercial properties.</p> <p>The Council as a whole benefits from the income in this estate, which presently is a net £13M.</p>	<p><i>This arises from the potential to invest in properties with secure returns that exceed those available through usual treasury management opportunities.</i></p> <p><i>The acquisitions need to be linked to the enhancement of the Council's estate and to therefore achieve wider property objectives.</i></p> <p><i>One example of such an acquisition has already been achieved in the current financial year and represents an early move towards this target. A more diversified property portfolio and support for regeneration are possible additional benefits.</i></p> <p><i>Over the next three years, the capital borrowed to fund the acquisitions is intended to be repaid using new capital receipts to be generated from lease restructuring which has no significant impact upon existing revenue streams.</i></p>	<p>Dependant on market opportunities being available but a plan is in place.</p> <p>Target in 2014/15 and 2015/16 is likely to be achieved. The current years target for 2014/15 will partially slip into next year.</p>
62	<p>Improvement & Performance - corporate</p> <p>Additional Advertising income</p> <p>This saving will apply across all departments and so is described as corporate even though will be led in the Resources Department</p>	<p><i>Income to be generated through increased advertising using the Council's web site and other means such as bus stops, traffic islands, and events.</i></p>	<p>While substantial progress has been made, including advertising in the website and a package of boards in car parks, further opportunities to generate income appear very limited. This target will not be achieved and budgets allow for this</p>
500	<p>Finance - corporate</p> <p>Tourism Levy</p> <p>This saving is described as corporate and will be led in the Resources Department</p>	<p><i>There is potential to introduce some form of tourism levy so that the Council's day-to-day investment in tourism and visitors can continue to be supported.</i></p> <p><i>Any such levy would be subject to widespread consultation and appropriate due diligence.</i></p>	<p>Legal restrictions linked to consumer rights require an 'opt in' scheme (people opting to donate) so considered no longer viable as originally envisaged. This target will not be achieved and budgets allow for this</p>
762	Sub Total - Additional Income		
2015-16 Saving £000	How saving to be achieved	Impact to Service Delivery	Strategic Directors Update on Saving Proposal for November 2013 PDS Panel
45	<p>Policy & Partnerships</p> <p>Partnership Delivery</p> <p>Commissioned services and local events budgets</p>	<p><i>Savings relate to</i></p> <p><i>1 Removal of dedicated budgets for local initiatives and events. Currently £19k used to complement local projects, including Christmas events and some co-ordination of local partnership activity. Budget has been reduced over the years and communities have been assisted in obtaining funding from other sources such as Ward Councillors Initiative</i></p> <p><i>2 Savings from Christmas lighting budget in first year leading to ending of this budget at end of current contract. Budget currently £81k will reduce by £11k in year one, Year 2 and 3 savings assume that we have been able to generate income to fund Christmas Lights</i></p> <p><i>3 Saving from community safety budgets which will be achieved through continuing the change programme the Partnership began last year in the light of the advent of PCCs. Saving proposed £30k from a £40k budget set up in the 2012/13 budget to provide some flexibility in the transitional period</i></p> <p><i>These savings coupled with savings delivered in 2012/3 leaves the service commissioning in 2013/14, local Healthwatch (new statutory responsibility) £72k, the reducing Christmas lights budget £70k, a contract on Voluntary and Community Sector support £65k, Street Marshalls work with the BID £21k, the Councils contribution to the Student Community Partnership £18k and some capacity to support some work with Equalities groups £40k</i></p>	<p>2015/16 delivery plans require further work but 2014/15 well advanced and deliverable.</p>
45	Sub Total - Reduced Service Levels		
1,989	TOTAL SAVINGS		

2015/2016 PROPOSED NEW CAPITAL PROGRAMME ITEMS

Wholly Externally / Grant Funded		
Scheme Description	Estimated Cost £000's	Notes
Adult Social Care Database replacement	942	Funded from the Better Care Fund (BCF) and Transition Grant
TOTAL	942	

Service Supported Borrowing (no additional revenue pressure)		
Scheme Description	Estimated Cost £000's	Notes
Capita One System Replacement	750	Subject to business case
IT - New Operating Environment requirements	120	Reallocation of existing funding for new desktop solution
TOTAL	870	

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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:

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<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 - 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
10 Nov 2014	Resources PDS	Medium Term Service & Resource Plans	Tim Richens Tel: 01225 477468	Andrew Pate
RESOURCES PDS - 9TH FEBRUARY 2015 - BUDGET MEETING				
RESOURCES PDS - 16TH MARCH 2015				
16 Mar 2015	Resources PDS	Office Space Allocation - Changing the way we work - Update	David Thompson Tel: 01225 394368	Andrew Pate
16 Mar 2015	Resources PDS	Use of consultants and agency staff	Andrew Pate Tel: 01225 477300	Andrew Pate
16 Mar 2015	Resources PDS	Welfare Reform - Update	Ian Savigar Tel: 01225 477327	Andrew Pate
ITEMS FOR FUTURE MEETINGS				
16 Mar 2015	Resources PDS	Performance Management Update	Steve Harman	Andrew Pate

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
The Forward Plan is administered by DEMOCRATIC SERVICES : Michaela Gay 01225 394411 Democratic_Services@bathnes.gov.uk				

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