

Democratic Services

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Date: 23rd January 2012

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To: All Members of the Housing and Major Projects Policy Development and Scrutiny Panel

Councillor Rob Appleyard
Councillor Steve Hedges
Councillor Les Kew
Councillor Barry Macrae
Councillor Brian Simmons
Councillor Will Sandry
Councillor Paul Fox

Cabinet Member for Homes & Planning: Councillor Tim Ball

Cabinet Member for Sustainable Development: Councillor Cherry Beath

Chief Executive and other appropriate officers
Press and Public

Dear Member

Housing and Major Projects Policy Development and Scrutiny Panel: Tuesday 31st January, 2012

You are invited to attend a meeting of the **Housing and Major Projects Policy Development and Scrutiny Panel**, to be held on **Tuesday 31st January, 2012 at 5.30 pm** in the **Council Chamber - Guildhall, Bath**.

The agenda is set out overleaf.

Yours sincerely

Mark Durnford
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 Mark Durnford who is available by telephoning Bath 01225 394458 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 Mark Durnford 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 Mark Durnford 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.

**Housing and Major Projects Policy Development and Scrutiny Panel - Tuesday, 31st
January, 2012**

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 UNDER THE LOCAL GOVERNMENT ACT 1972

Members who have an interest to declare are asked to:

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

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

5. TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

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 - TUESDAY 15TH NOVEMBER 2011 (Pages 5 - 14)

8. SOMER CHT : BLUEPRINT FOR THE FUTURE

The Panel will receive a presentation on this item from the Chief Executive of Somer, Mr Victor da Cunha.

9. CABINET MEMBER UPDATE

This item gives the Panel an opportunity to ask questions to the Cabinet Member(s) and for them to update the Panel on any current issues.

10. EMPTY PROPERTY POLICY UPDATE (Pages 15 - 26)

In January 2011 the Council formally adopted the Empty Property Policy attached in Appendix 1. Central to the policy is the twin track approach of encouraging all empty property owners to bring their properties back into use whilst taking bespoke enforcement action on high priority properties. Following adoption of the above policy Housing Services sought to prioritise empty properties for bespoke action.

11. ADULT SOCIAL CARE & HOUSING SERVICE ACTION PLAN (Pages 27 - 66)

Equality Impact Assessments for Financial Plans are available on Council's website on the following link

<http://www.bathnes.gov.uk/communityandliving/equality/Pages/FinancialPlans.aspx>

12. HOUSING & MAJOR PROJECTS UPDATE (Pages 67 - 92)

This report provides an update in respect of housing delivery and the projects currently managed by the Development & Major Projects Directorate.

13. DEVELOPMENT AND MAJOR PROJECTS SERVICE ACTION PLAN (Pages 93 - 126)

14. PANEL WORKPLAN (Pages 127 - 136)

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

The Committee Administrator for this meeting is Mark Durnford who can be contacted on 01225 394458.

BATH AND NORTH EAST SOMERSET COUNCIL

HOUSING AND MAJOR PROJECTS POLICY DEVELOPMENT AND SCRUTINY PANEL

Tuesday, 15th November, 2011

Present:- Councillors Rob Appleyard (Chair), Steve Hedges (Vice-Chair), Barry Macrae, Brian Simmons and Will Sandry

Also in attendance: Derek Quilter (Divisional Director, Project Management, Major Projects), Graham Sabourn (Associate Director for Housing and Health), David Langman (Business Services Manager, Major Projects) and Simon De Beer (Policy & Environment Manager)

22 WELCOME AND INTRODUCTIONS

The Chairman welcomed everyone to the meeting.

23 EMERGENCY EVACUATION PROCEDURE

The Chairman drew attention to the emergency evacuation procedure.

24 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Councillors Fox and Kew had sent their apologies to the Panel.

25 DECLARATIONS OF INTEREST UNDER THE LOCAL GOVERNMENT ACT 1972

Councillor Will Sandry declared a personal and non-prejudicial interest in Item 9 (Article 4 Direction on Houses in Multiple Occupation). He stated that he currently owned a home within an area that may possibly become subject to an Article 4 Direction.

26 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

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

Mr Alex Schlesinger made a statement to the Panel on the subject of Houses in Multiple Occupation. A copy of the statement can be found on the Panel's Minute Book, a summary is set out below.

He stated that he represented the Bath based Small Business Focus. The association is concerned about the possible unintended consequences of the Council taking a more restrictive view of the provision of housing through Houses in Multiple Occupation.

Small Business Focus shares the concerns of B&NES council and the universities that the city is failing to retain its graduates, often through lack of employment opportunities. It is the declared policy of the Council to encourage new businesses in the city, so as to provide the local economy with a broader base than retailing and tourism.

In order to enable and encourage the necessary retention of young people it is essential that they should have somewhere to live, and that they should be able to afford to remain in a city where even the smallest studio flat now costs well over £100, 000, and the rent for a single bedroom flat is in excess of £400 per month.

With no solution to the problem of housing costs apparent, it will be essential for many of these young people to share accommodation, often at a cost of below £300 per month. Without this accommodation being available in sufficient quantity to keep prices relatively low, our most able and best qualified young people will leave Bath for the available opportunities in neighbouring Bristol, where new businesses are being actively encouraged and low cost accommodation is readily available.

We accept that the high concentration of Houses in Multiple Occupation in just a few parts of the city does present problems for these areas. These concentrations, however, do reflect the problems faced by having large areas of Listed Buildings, that are more desirable to the housing market, and therefore more expensive, whilst adaption to the requirements of the Housing Regulations are more difficult, costly and sometimes even impossible in listed buildings.

Whilst management of housing, preferably working through landlords and enlightened application of regulation is desirable, what must be avoided is a policy that leads directly to a reduction of affordable housing for young people, many of whom are just starting on worthwhile careers of self-employment.

Councillor Will Sandry asked if the group had a view on what the Council should be doing to aid young people, not necessarily student and couples and families with housing needs.

Mr Schlesinger replied that the group was relatively new in its origin, but had already identified the need to focus on employment and the retention / provision of housing.

Councillor Barry Macrae commented that he felt that greater student accommodation is required on campus in order to release current HMO's back into regular use. He asked if the group would acknowledge that some form of student accommodation is required.

Mr Schlesinger replied that the group would no doubt support further proposals for student accommodation, but he wished to highlight that the focus should be on retaining graduates through affordable homes.

The Chairman thanked Mr Schlesinger for his statement and asked for it to be passed to the Planning, Transport & Environment Panel prior their debate on the matter on December 6th 2011.

28 MINUTES - 20TH SEPTEMBER 2011

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

29 CABINET MEMBER UPDATE

Councillor Cherry Beath, Cabinet Member for Sustainable Development addressed the Panel.

Broadband Delivery UK: She assured the Panel that the Cabinet took a long time in reaching their decision not to proceed with the Government funding offer that was being made available to the West of England authorities of Bath and North East Somerset, South Gloucestershire and Bristol as it must be matched locally. She added that the Cabinet had decided to allocate £25,000 of funding from Development and Regeneration reserves to complete its own Broadband Plan. Councillor Beath indicated that the focus of the Plan should be on Community Hubs, households with no connections and identifying those with the most need.

The Chairman asked for further information of the funding offer.

Councillor Cherry Beath replied that a figure of £1.4m had been offered to Bath and North East Somerset, South Gloucestershire and Bristol and that from that the Council could expect to receive around £690,000. The Council however estimates that it would cost a further £1m to implement the decision.

Public Realm and Highway Improvement Scheme for High Street: She informed the Panel that the Cabinet had decided to proceed with Option 1 which would result in the loss of 1 pay & display space in Terrace Walk. She added that it was the intention to approach traders within the next week regarding consultation.

Development & Regeneration:

- Radstock - Completed and launched the Radstock and Westfield Economic Action Plan
- Midsomer Norton – We have provided supporting information to Midsomer Norton Town Council in their launch of the Somer Valley 100 initiative to promote the largest and fastest growing businesses in the area.
- Bath – Launch of the Enterprise Area at Bath City Riverside
- Planning, Delivering & Financing the Future – a significant workstream being carried out to establish the impact of development upon viability and corporate financing

Enterprise & Business:

- Progressed options analysis on a creative hub for Bath – looking at 10 sites, operational models and finances, including consultation with interested parties. Due to report in January.
- Agreed to fund and lead X Media Lab, the internationally acclaimed creative industries event in Bath from 15th – 18th March showcasing Bath as the cutting edge of digital enterprise

Corporate / Directorate resources, budget & activities:

- Budget Fair - Good stakeholder involvement in Development & Major Projects (D&MP) workshop, showed high level of support for Development & Regeneration agenda
- D&MP have made an interim 'Head of Regeneration' appointment to bring in required skills to support the Development & Regeneration agenda.

Councillor Barry Macrae commented that he could not see the purpose in spending £25,000 on a study into developing broadband access given the likelihood that the study will show that it is necessary.

Councillor Cherry Beath replied that she wished the Council were being offered a more substantial amount. She added that there were concerns as to whether it would be appropriate to accept the offer considering that technology within this area moves so fast.

Councillor Will Sandry asked if the Development and Major Projects department had been assigned the task of making safe and re-opening the Victoria Bridge.

Councillor Cherry Beath replied that discussions were on-going between herself and Councillor Roger Symonds, Cabinet Member for Transport.

Councillor Tim Ball, Cabinet Member for Homes and Planning addressed the Panel.

Bath Western Riverside: 48 affordable homes from the first phase of BWR, including 31 homes for social rent and 17 for shared ownership, have now been successfully allocated. The new tenants include at least 4 homeless households.

In recent months 3 landlords have been successfully prosecuted for failing to meet minimum housing standards. In all three cases fire precautions were inadequate putting tenants at risk. In each case the landlord had refused to cooperate with Housing Services. Fines ranged from £2,000 to £700.

Housing Services has commissioned Bristol Credit Union to undertake the financial transactions associated with our Homefinders Scheme. This has provided a number of benefits for our clients including providing them with independent financial advice, providing a free banking service and housing benefit payment service which pays rent according to tenancy requirements and not according to HB payments.

Housing Services in partnership with South West Homes hosted a Home ownership Roadshow in the Guildhall. The event, which aimed to promote various forms of intermediate housing, such as shared ownership and Firstbuy and other low cost homes was very successful, attracting in excess of 150 visitors.

Councillor Steve Hedges asked the Cabinet Member for his views on Somer having a housing cap set at 35 years of age.

Councillor Tim Ball replied that he was concerned by this fact and was in discussions with Somer on the matter. He added that Somer had set their Affordable Rent Tenancy figure at 80%.

The Chairman commented that all housing providers had been given the choice as to what figure they wished to set.

Councillor Tim Ball replied that it must be made clear to the public what agreements they are entering into.

The Chairman commented that Registered Providers were given direction from the Local Authority as no formal policy was in place. He added that he would welcome such a policy to be brought before the Panel.

On behalf of the Panel the Chairman thanked the Cabinet Members for their update.

30 ARTICLE 4 DIRECTION ON HOUSES IN MULTIPLE OCCUPATION

The Policy & Environment Manager introduced this item to the Panel. He explained that some areas of Bath currently have a high number of Homes in Multiple Occupation (HMO) and that the Planning service had been asked to investigate the positives and negatives of having an Article 4 Direction in place. He added that a study has been commissioned and that the results of it are expected back at the end of this month.

A report outlining the Council's options will be presented to the Planning, Transport & Environment Panel at their meeting on 6th December 2011 and from there it will move to either the Cabinet or the Development Control Committee for a decision.

On reaching a decision to impose an Article 4 Direction the Council is advised to give a 1 year period of notice before any implementation should take place.

Councillor Steve Hedges asked how many Councillors had been approached for their views on this matter.

The Policy & Environment Manager replied that all Bath Councillors had been invited to attend a recent information session.

Councillor Steve Hedges suggested that all Members should be written to so that they could give their views via email.

Councillor Will Sandry commented that while some Local Authorities had been cautious, others had made a direct decision to implement straight away with no or very little period of notice. He asked if the Council would be assessing the work of other Local Authorities.

The Policy & Environment Manager replied that he was aware of around 5 or 6 other Local Authorities that were embarking on the process. He added that Manchester's had only been in place for one month and stated that it was at the Council's discretion as to how much period of notice was given.

Councillor Tim Ball, Cabinet Member for Homes and Planning commented that this was a decision that the Council needed to get right and would advocate a cautious approach. He added that there would be plenty of time for Member input through the consultation process.

The Chairman commented that the same legislation should be applied across the whole of the Council and asked for all Members to be included in any correspondence. He added that he expected a detailed assessment to be carried out as some of the affected houses may have people with learning difficulties within them.

The Policy & Environment Manager replied that an Equalities Impact Assessment was currently being written.

The Chairman on behalf of the Panel thanked him for his update.

31 MEDIUM TERM SERVICE & RESOURCE PLAN

The Divisional Director for Project Management introduced this item to the Panel. He informed them that the report sets the framework for the service planning and budget processes relevant to this Panel for the next 3 years. He added that a budget fair took place on 31st October 2011 and that feedback from the fair has helped inform the draft plan.

He wished to highlight some key points from within the report.

The specific influences on this plan in relation to Development & Major Projects are:

- The need to bring forward Housing Delivery in line with the Core Strategy
- The requirement to initiate development to create growth
- The formation of the West of England (WEP) Local Enterprise Partnership (LEP) and the B&NES Enterprise Area
- The aspiration to develop the digital and creative industries
- The need to facilitate the creation of jobs to address worklessness, particularly among young people
- Delivery of the capital programme and promotion of the council's project management system.

The savings targets for the Directorate for the next 3 years are as follows:

- 2011/12 £0.125m
- 2012/13 £0.095m
- 2013/14 £0.076m

Councillor Will Sandry asked if there was still a plan to reduce the overall number of directorates within the Council to three.

The Divisional Director for Project Management replied that yes it was still the intention to have three directorates in 2013 – People, Places and Resources.

Councillor Will Sandry commented that he would not want the Cabinet to make any decision in relation to the Article 4 Direction that would have a serious impact on the budget.

The Chairman asked if any savings could be made in the future in relation to office accommodation.

The Divisional Director for Project Management replied that the directorate may leave Palace Yard Mews in 2013 which is part of the corporate estate.

Councillor Will Sandry commented that he was concerned that the Panel were not scrutinising the Housing Medium Term Plan.

The Chairman replied that currently that responsibility sits with the Wellbeing Policy Development & Scrutiny Panel.

Councillor Barry Macrae asked if the Council was making any progress in relation to the New Homes Bonus.

The Divisional Director for Project Management replied that the directorate was working with developers to bring sites forward.

The Chairman on behalf of the Panel thanked the officers for their report and acknowledged that they would be in receipt of the Service Action Plan in January 2012.

32 HOUSING & MAJOR PROJECTS UPDATE

The Divisional Director for Project Management introduced this item to the Panel. He highlighted some of the key points from within the report.

Somerdale

- Kraft continue to analyse the bids for the Somerdale site - a decision as to their preferred developer has not yet been made. An announcement is imminent.

Radstock Infrastructure Project:

- At the Cabinet meeting on 14th September members decided to postpone their decision on the Traffic Regulation Orders for the proposed highway improvements in Radstock. The Cabinet asked highway officers to review the objections to the TROs, look again at the traffic data and, in the light of this information and the many changes that have been suggested to the current proposal, see if the scheme can be further amended to maintain traffic flows and pedestrian movements through the town.
- The funding from the Housing & Communities Association (HCA) is conditional in that it must be used within this financial year.

The Chairman asked if the highway officers were aware of the HCA funding.

The Divisional Director for Project Management assured the Panel that they were.

Councillor Barry Macrae commented that he wished the Cabinet Member to pursue this decision actively.

Victoria Bridge

Stage 1

- Emergency monitoring instructed to be undertaken weekly.
- Gateway review completed 3rd October 2011
- Feasibility study incorporating a 3 stage action plan has been signed off by Strategic Director of Service Delivery.

Stage 2

- Commence the Temporary works
- Design commence November 2011
- Tenders to be issued early December 2011

Permanent works

- Design commence January 2012
- Works due for completion Autumn 2013

A structural analysis was undertaken by Fenton Holloway and completed on 6th September 2011. It has been noted that the structure is in a worse condition than previously reported, however weekly inspections of the cracked members can provide a degree of mitigation to sudden collapse until the temporary works is installed. A programme to reopen the bridge for public access in the spring has been proposed.

Councillor Will Sandry commented that he was delighted that the Development & Major Projects directorate had taken a lead role on this matter.

Mr David Redgewell addressed the Panel. He requested that an Equalities Impact Assessment in relation to Southgate be published. He added that further bus shelter provision is required and that the issue of access to the bus station from the train station needs to be assessed.

The Divisional Director for Project Management replied that the directorate manages the implementation of the approved planning scheme. He added that Multi has the right to apply for changes to the scheme through the planning process.

The Associate Director for Housing and Health addressed the Panel in relation to the Housing Services section of the report.

Home Improvement Agency Re-commission (HIA)

Bath & North East Somerset, Bristol, North Somerset & South Gloucestershire are undertaking the joint commissioning of a single Home Improvement Agency for the sub-region. HIAs help vulnerable people live independently by providing housing related support, such as minor repairs, handyman services, adaptations and advice. The core customer groups for HIAs are disabled, elderly and otherwise vulnerable households across all tenures, although the focus is on owner occupiers. The service is means tested: provided free to those on benefits, with a modest charge levied for those who can pay. HIAs also provide services through self-funding options to non-vulnerable households.

A twelve week consultation period will be undertaken from the beginning of October in accordance with local authority compacts. This will include public availability of the commissioning strategy and equality impact assessment, the opportunity to feedback through an online survey, local stakeholder drop in events and a single market providers' day. The consultation feedback will be used to draw up the tender specification. The tender will then be advertised at the beginning of February with a contract award anticipated in by mid-June 2012.

Home Energy Efficiency

Joint working between Housing Services and the Public Health Team at NHS BANES resulted in the Council's Warm Streets home energy efficiency scheme being promoted with this year's Flu Jab mail out to over 36,000 residents over 60 years of age.

At the time of writing this had resulted in 822 referrals for loft or cavity wall insulation. This may increase further in the weeks ahead. Past experience would suggest that this is likely to result in at least half as many actual installed after a follow up survey by the contractor. Improving the energy efficiency of these homes has the potential to provide vulnerable residents the triple benefit of:

- Better health through warmer homes
- Lower fuel bills
- Lower carbon emissions to help reduce climate change

Access to Housing Advice & Options

Housing Services are now able to provide clients with daily appointments to provide a full housing advice and options interview over the phone. Users receive a return call from the adviser at an agreed time, and advice given will be backed up with written information. The new appointments ensure that people in isolated and rural locations are not excluded from the service, and reduce the need to travel. This is in addition to the housing advice and options services operated from the Guildhall, The Hollies and Keynsham Town Council Offices.

The Chairman on behalf of the Panel thanked the officers for their report.

33 PANEL WORKPLAN

The Chairman introduced this item to the Panel.

Councillor Barry Macrae requested that the actions from the Panel 'Away Day' be appended to the Workplan report at the January meeting so that they can be publicly approved.

The Panel agreed with this proposal.

The meeting ended at 8.40 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

Bath & North East Somerset Council		
MEETING:	Housing and Major Projects Policy Development & Overview Panel	
MEETING DATE:	31 st January 2012	AGENDA ITEM NUMBER
TITLE:	Empty Property Policy Update	
WARD:	ALL	
AN OPEN PUBLIC ITEM		
List of attachments to this report:		
Appendix 1: Empty Property Policy		

1 THE ISSUE

- 1.1 In January 2011 the Council formally adopted the Empty Property Policy attached in Appendix 1. Central to the policy is the twin track approach of encouraging all empty property owners to bring their properties back into use whilst taking bespoke enforcement action on high priority properties. Following adoption of the above policy Housing Services sought to prioritise empty properties for bespoke action. This work has now been completed.
- 1.2 Following a meeting with the Executive Member for Housing & Major Projects; the Chair and Vice-Chair of this panel and officers it was requested that an update paper be brought to panel including options on how this work stream could be progressed and enhanced.

2 RECOMMENDATION

The Housing and Major Projects Panel is asked to:

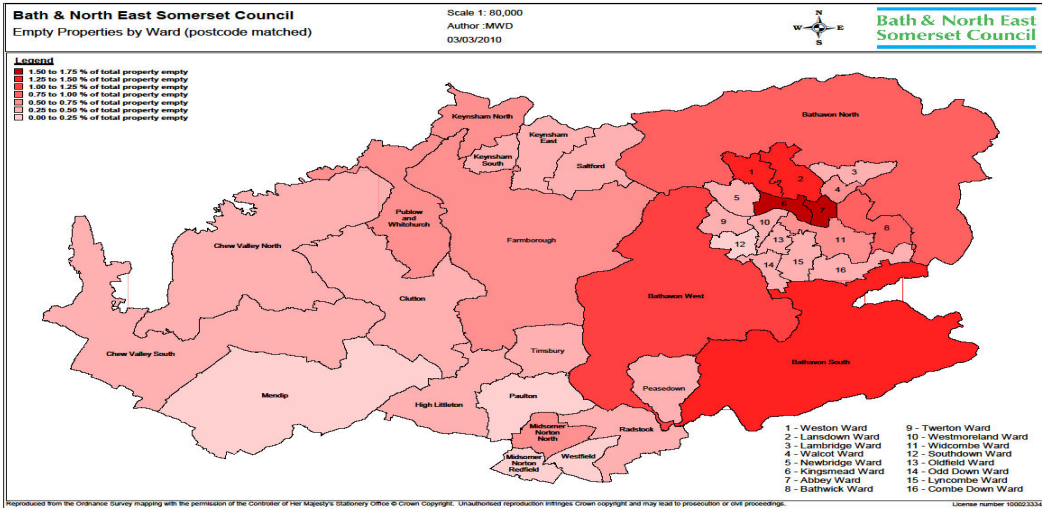
- 2.1 Note and comment on the proposed options.

3 FINANCIAL IMPLICATIONS

- 3.1 Funding for empty property recovery is currently limited to 0.5 FTE Empty Property Officer. There is no specifically identified funding in the Council’s current capital plan for empty property recovery activities, such as, incentives or enforcement action.
- 3.2 Some of the options discussed in this paper would require additional funding. If deemed appropriate these would need to be secured through the Council’s budget process and in an acknowledged context of financial constraint and competing demands. However, it should be noted that empty properties recovered attract New Homes Bonus funding as so the incentives proposed in option 2 would effectively be self-financing and could potentially generate a small income for the Council.

4 THE REPORT

- 4.1 To support and encourage the formal adoption of an Empty Property Policy research was undertaken in 2009/10. At the time Council Tax records indicated that there were around 500 properties (0.7% of housing stock) that had been empty for 6 months or more. It should be noted that this compares favourably with the national figure of around 1.3%. Approximately 40% of the 500 properties had remained empty for over a year (0.40% of housing stock).
- 4.2 There is a higher percentage of empty properties within Bath and the surrounding areas than other parts of the district.



4.3 The Empty Property Policy was formally adopted in January 2011. At the core of the policy is the twin track approach of encouragement and potential enforcement activity. The encouragement activities provided to all owners to help them bring empty properties back into use include:

- Advice & assistance from Empty Property officer
- West of England “No-Empty” page linked from Housing website: www.no-use-emptywest.co.uk which provides information on the following
 - Information on becoming a landlord

- Links to helpful websites
- List of managing agents
- List of contractors offering discounts to owners
- Information for empty property owners
 - Catalogue of empty properties
 - List of interested purchasers
 - How to report an empty property
- Frequently asked questions about empty property and information about the powers Councils have to deal with problems associated with empty properties
- Regular newsletters are sent out to owners promoting empty property initiatives

4.4 However, the policy states that Housing Services will engage on a bespoke basis with our high priority empty properties and consider the use of enforcement action in the following circumstances:

- “The Council has made numerous attempts to engage with the owner, all reasonable offers of assistance have been made to the owner and these offers have not been acted upon; and
- There is no prospect of the house being brought back into use by the owner within a reasonable time period; and
- There is a housing need and/or the property is causing a significant problem in the local neighbourhood; and
- A cost-benefit analysis demonstrates that enforcement action both financially viable and appropriate.
- Enforcement action to bring the property back into use will only be taken when the above criteria is met. Enforcement action with significant financial implications will only be taken following a single member decision by the Executive Member for Adult Social Services & Housing. Should the case for enforcement action not be demonstrated then no enforcement action will be taken.”

4.5 Following adoption of the above policy Housing Services sought to prioritise empty properties for bespoke action using a scale of P1 to P5 based upon condition, neighbourhood impact and length of time empty. This work has largely been completed. As such there is now a rational, and importantly defensible, hierarchy of empty properties. At the top of this list are around 10-12 properties which fall within the P1 category.

4.6 Nationally the formal action being adopted by Councils is varied and includes:

- Enforced sale – Law of Property Act 1925 allows the Council to force the sale of properties to release money owned to them, for example due to the Council having to board up the property or remove hazards.

- Empty Dwelling Management Orders (EDMOs) – Housing Act 2004 allows the Council, in certain circumstances, to effectively manage the property for up to 5 years. A Council can then undertake renovation & maintenance works, collect rent etc. Granted by the Residential Property Tribunal as an action of last resort.
- Compulsory Purchase Order (CPO) - Granted by the Secretary of State as an action of last resort.
- Various actions under the Building Act 1984, Town & Country Planning Act 1990 and Local Government Act 1974 covering dangerous buildings, ruinous, dilapidated & neglected sites.

4.7 The above formal actions pose two challenges for the Council. Firstly, these actions can be potentially expensive, at least in the short term. For example, in the case of an EDMO the rent obtained over 5 years may not cover the renovations and management charges. For CPOs the Council will need to fund the open value of the property; potentially compensation for severance or injurious affection and disturbance; and the legal costs of the action, which for contested cases can be high. The Council has not identified any funding for such actions.

4.8 Secondly, in the case of EDMOs & CPOs the Council will need to convince either the Residential Property Tribunal or Secretary of State that all other options have been exhausted and this is the action of last resort. Experience from other Councils shows that we will need to demonstrate that we have, over a reasonable time period, tried to work with the owner and have offered them reasonable help and assistance. Nationally this has included:

- Providing capital loans for repairs. We already have the infrastructure in place, that is, Wessex Loans. In addition it could be conditional e.g. renting to client on housing register etc.
- Private Sector Leasing. Similar to EDMO, though voluntary. Whilst we have investigated in the past it has proved financially unviable. However, could be effective if subsidised. However, potentially places the Council at significant financial risk.
- Council agreed purchases. Only works where everyone agrees. In this context the Council would have a duty of care towards the owner.
- Homesteading. Being encouraged at a national level. However, only works with excess social housing and sold at reduced costs. In the Newcastle example the houses were sold for £1 & the new owners were given improvement grants. Unlikely to be a realistic option here.
- Practical Incentives. Could include anything, in addition to what we already do, that is likely to result in getting the owner to sale/rent the property e.g. paying for: independent scheduling & costing of repair works; financial advice & modelling; 1st year letting agency fees; legal advice helplines; garden/house clearance etc.

4.9 The Government has recently announced an additional £50m to the original £100m for the recovery of empty properties. This money is being administered through the

HCA¹ and is linked to the Government's new rental model for affordable housing, known as the Affordable Rent model. As such the funding is being directed to social housing providers, particularly in locations where there are concentrations of empty properties. However, we are currently working with local housing providers and partners to encourage local funding bids. In addition the Government has recently consulted on an Empty Property Premium which would allow Councils to increase the Council Tax on empty properties.

5 OPTIONS

5.1 The author proposes three options, these being:

Option 1 – As existing

Continue to offer the existing advice and assistance with no enhancement of incentives. Bespoke action will be limited to encouragement. This is unlikely to make a step change in the number of properties brought back into use. The 2012/13 target is 25 properties brought back into action.

Option 2 – Enhanced incentives & enforcement activity

Secure additional funding to i) enhance the range of incentives for landlords to voluntarily bring properties back into use, and ii) provide funding to initiate the recovery of one or two high priority properties. Any recovered funding, for example from the subsequent sale of a CPO property would then be re-circulated. This would create three tiers of activity:

- Intermediate assistance – as existing but with additional funding being used to provide garden & house clearance. This would be available to all owners of properties vacant for 1 year or more and conditional on the owner agreeing to market their property. £5,000 would provide funding to provide 25 such packages of intervention. In addition would aim to commission Clean Slate, or a similar organisation, to provide the labour. Clean Slate provides employment for socially excluded job-seekers and so this would assist in achieving our wider corporate aims.
- High level targeted assistance – package of higher level support for medium to high priority properties. Would include a low-cost capital loan² and assistance to bring the property to the rental market including independent feasibility survey; independent financial viability assessment provided by Bristol Credit Union or similar, legal and tax advice. £75,000 would fund between 15-25 packages of assistance, depending value of loans taken up.
- Enforcement action – enforcement action as detailed above. Cost difficult to estimate as depends upon property and course of action adopted. However, it is unlikely that an EDMO will cost less than £10,000 whilst the net cost of a CPO will be significantly higher. In addition any CPO action will require capital funding for the purchase of the property.

Option 3 – Phased introduction

¹ Home & Community Agency – Government funding agency for housing development

² Wessex Loan – Costs include loan administration & subsidy costs, though not capital.

Introduce the incentive components of option 2 during 2012/13 and the enforcement element during 2013/14 once the incentives have been operating for 12 months. As per policy any enforcement activity would be through single member/cabinet decision.

5.2 Funding permitting the author considers option 3 to be the most appropriate. This option focuses our initial activities and attention on encouragement and incentivising owners to bring properties back into use. The delayed approach to any enforcement action would demonstrate to the Residential Property Tribunal or Secretary of State that all other options have been exhausted and that enforcement was the action of last resort. In addition it allows capital funding to be spread over a number of financial years.

6 RISK MANAGEMENT

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

7 EQUALITIES

7.1 An equalities impact assessment was undertaken on the Empty Property Policy in November 2010. The core objective of the policy is to encourage the recovery of empty properties and in the process increase the supply of housing in an area of high demand and reduce the negative neighbourhood impacts associated with empty properties. The assessment did not identify any negative equalities impacts. It did however identify the need to improve equalities strand data monitoring.

8 CONSULTATION

8.1 Cabinet Member; Section 151 Finance Officer; Chief Executive; Monitoring Officer were consulted during the development of this policy.

8.2 Extensive consultation was undertaken to support the Empty Property Policy, agreed in January 2011. This included public consultation and meetings with Councillors.

9 ISSUES TO CONSIDER IN REACHING THE DECISION

9.1 Customer Focus; Sustainability

9.2 The empty property policy addresses customer concerns about safer communities by working to remove problems such as vandalism which empty properties may cause. In addition bringing empty properties back into use makes best use of existing stock, reduces housing demand and contributes to the sustainability of the area.

10 ADVICE SOUGHT

10.1 The Council's Monitoring Officer (Council Solicitor) and Section 151 Officer (Divisional Director - Finance) have had the opportunity to input into the single member decision report on which this report has been based.

Contact person	Graham Sabourn, Associate Director (Housing)
Background papers	None
Please contact the report author if you need to access this report in an alternative format	

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Empty Property Policy

1. Introduction

This policy sets out how Housing Services will work to bring empty properties back into use. This policy contributes to the Housing and Wellbeing Strategy.

Bringing Empty Properties back into use can achieve a number of benefits including:

- Helping to meet local housing demand;
- Reducing the need for new developments
- Reducing the crime & vandalism which empty properties often attract
- Reducing problems to neighbouring properties which poorly maintained empty properties can sometimes cause
- Improve & regenerate localities

Housing Services will

- Use the following twin track approach to bring empty properties back into use:
 1. Provide advice, assistance and incentives to all owners to help them bring empty properties back into use; and
 2. Prioritise properties which have been empty for over 1 year as for targeted action.
- Respond to complaints about empty properties in line with this twin track approach and as detailed in section 3.3

2. Empty Properties in Bath and North East Somerset

This policy defines an empty property is one which has been unoccupied for six months or more and is substantially unfurnished (Housing Services use the Council Tax definition of empty property). There are approximately 500 empty properties within the area. Properties empty less than six months fall outside this policy, as do second homes.

3. Action on Empty Properties

3.1 Properties empty less than 1 year

Based on Council Tax data over half of empty properties will be reoccupied within one year. For this reason Housing Services will not take action on properties empty less than one year. However, we will include these owners in regular mailing lists to inform owners of their options to bring the property back into use and provide advice to owners if requested. More information on this is detailed below in the section – “Informal advice, assistance and incentives for owners”.

3.2 Properties empty over 1 year

All properties which have been empty for over 1 year will be prioritised using a points based system. Prioritisation allows resources to be used appropriately and effectively. The following criteria will be used to prioritise properties and can be seen in Appendix 1:

- Length of time empty – the longer a property is empty, the higher the priority
- Condition of property – the worse the condition, the higher the priority
- Impact of property on neighbours and local community – the bigger the impact on neighbours and community, the higher the priority

Once prioritised, Housing Services will concentrate case action on high priority properties. There are a range of options available to Housing Services to help bring the property back into use. These options fall into two broad categories.

- (1) Informal advice, assistance and incentives; and
- (2) Enforcement action to bring the property back into use.

Informal advice, assistance and incentives for owners

Housing Services will provide advice on a regular basis for all empty property owners to assist them to bring their property back into use. We will work with owners to provide them a tailored package of advice, assistance and incentives specific to their needs. The following list provide examples of the advice, assistance and incentives made available to owners (this list is not exhaustive)

- Information on selling the property
- Information on renting the property
- Contact list for architects, financial advisors etc who offer free consultations
- Access to free legal help scheme
- Financial incentives, where available, will be detailed in the Housing Renewal Policy.

Enforcement to bring the property back into use

For priority properties Housing Services will work to establish the owner of the property and then contact the owner to engage with them. Housing Services will initially offer to work with the owner to bring the property back into use.

Housing Services will then consider the use of enforcement action in the following circumstances:

- (1) The Council has made numerous attempts to engage with the owner, all reasonable offers of assistance have been made to the owner and these offers have not been acted upon; and
- (2) There is no prospect of the house being brought back into use by the owner within a reasonable time period; and

(3) There is a housing need and/or the property is causing a significant problem in the local neighbourhood: and

(4) A cost-benefit analysis demonstrates that enforcement action both financially viable and appropriate.

Enforcement action to bring the property back into use will only be taken when the above criteria is met. Enforcement action with significant financial implications will only be taken following a single member decision by the Executive Member for Adult Social Services & Housing. Should the case for enforcement action not be demonstrated then no enforcement action will be taken.

Enforcement action to bring the property back into use may include Empty Dwelling Management Orders, Compulsory Purchase Orders or other appropriate action.

3.3 Complaints about empty properties

Housing Services will respond to complaints received about empty properties. Housing Services will:

- Investigate whether the property is an empty property.
- Inform the complainant whether the property is classified as empty or not.
- If the property is empty, visit the property to investigate the problem, prioritise and establish if the Council needs to take further action.
- In certain circumstances the case will be referred to another Council department such as Building Control, Planning Enforcement, or Environmental Health.
- Contact the owner to inform them a complaint has been made and to advise of any actions recommended to remedy the problem.
- Follow up actions recommended
- Contact the complainant and update as appropriate

It may be necessary for Housing Services to take action under the existing Housing Services Enforcement Policy to resolve problems associated with disrepair. These powers will only be used where Housing Services have tried to engage with the owner to persuade them to undertake works to remedy the problem and these efforts have failed.

5. Partnership Working

Housing Services will work in partnership with other organisations to further the aims of this policy where appropriate and beneficial.

Appendix 1 – Prioritisation System

Empty Property Prioritisation Sheet	
Address	Description of property

Date of assessment		Visited	Yes / No	Flat over shop	
Officer		Listed	Yes / No	Flat	
				Residential	

Property condition	tick		Description – factors to consider
Good condition/no disrepair		0	No visible signs of disrepair or neglect
Visibly neglected/minor disrepair		10	Overgrown garden/damaged fencing, blocked guttering, internal damp or condensation due to it being unheated & vacant. (i.e. individual empty flat)
Poor condition/major disrepair		20	Significant disrepair affecting neighbouring property, major refurbishment needed before habitable to amenities and/or structure
Very poor condition/derelict		40	Uninhabitable, major structural repairs required, demolition a possible option. No services (gas, water, electricity) connected. Devalued and removed from council tax register

Social impact on immediate neighbours and local neighbourhoods			
Factors to consider	tick		tick
Front and/or gardens overgrown	10	Incidents of fire/arson at property	10
Evidence/likelihood of vandalism	10	Reports of vermin (check uniform)	10
Evidence/likelihood of squatting	10	Complaints received (check uniform)	15
Rubbish or Fly tipping occurring	10	Other;	
Property Terraced/Semi-Detached	10		
Located on main road/ housing estate	10		
		Total	

To be completed in office – check council records

No. Years Empty

Check CT records	Over 1 yr -	5	Over 3 yrs -	20	Over 5 yrs -	35	10 + yrs	50
tick	Under 3 yrs		Under 5 yrs		Under 10 yrs			

Empty Property Priority						Priority score								
P1		100 +	P2		80 - 99	P3		60 - 79	P4		40 - 59	P5		0 - 39
HIGH			MEDIUM				LOW							

Bath & North East Somerset Council		
MEETING:	Housing & Major Projects Panel	
MEETING DATE:	31 January 2012	AGENDA ITEM NUMBER
TITLE:	Service Action Plan 2012-13 Adult Social Care & Housing	
WARD:	ALL	
AN OPEN PUBLIC ITEM		
List of attachments to this report:		
Service Action Plans 2012-13 Adult Social Care & Housing		

1. THE ISSUE

- 1.1 Service Action Plans to support the Adult Social Care & Housing Medium Term Service & Resource Plan is presented for information to the Panel.
- 1.2 In line with the agreed “allocation” of Medium Term Service & Resource Plans and the associated Service Plan(s) to a Policy Development & Scrutiny Panel. This Service Action Plan was presented to the Wellbeing Policy Development & Scrutiny Panel meeting on 27th January for consideration:
 - To enable issues to be highlighted for consideration by Cabinet in February as part of the annual budget setting process.
 - To enable issues to be referred to the relevant portfolio holder in advance of Cabinet's consideration of the overall budget.
- 1.3 It should be noted that there is a special meeting of the Resources Policy Development & Scrutiny Panel on 6th February, at which time it is intended to take an overview of all of the comments that have been submitted by each of the Policy Development & Scrutiny Panels. This will be the final opportunity for the Resources Policy Development & Scrutiny Panel to highlight issues and options for Cabinet.
- 1.4 At all times it is crucial to apply financial rigour to the Service and Resource Planning process. This means that where Panels identify aspirations to increase activity or expenditure they need to be clear about how such a change will be resourced and, in particular, to identify compensating savings or sources of finance.

2. RECOMMENDATION

The Panel is recommended to:

2.1 Note the Service Action Plan.

3. FINANCIAL IMPLICATIONS

3.1 The financial context for Service Planning was set out in the Medium Term Plan reports to the November meetings of Policy Development & Scrutiny Panels. The draft Service Action Plans are in line with the Medium Term Plans and the budget limits used to compile those plans. There has been a move away from simply using departmental cash limits so that special factors, such as the transition within the local education authority role, demands on social care, the Change Programme etc, could be properly taken into account.

3.2 The financial climate for Local Government and the public sector has deteriorated rapidly as a result of the recession and its impact on Government debt. The Chancellor's Autumn Statement made it clear that the cuts will continue for the foreseeable future and beyond the existing comprehensive spending review period. 2012/13 is the second year in a two year national settlement for Local Government. 2013/14 will see a new financial regime and some return of Business Rates for local use.

3.3 The Local Government grant figures for the 2012/13 settlement have since been confirmed, albeit in draft. The consultation about changes in funding for academies (to so called 'top slice' from local authorities) has been put back, as has the implementation of recovery of land use planning costs. Council Tax grant will be payable to local authorities with a Council Tax increase of 0% to cover the equivalent of a 2.5% increase. Those that increase Council Tax above 3.5% will be subject to a local referendum. Government has advocated pay constraint in the public sector and their restrictions are in line with assumptions already made in the Council's Medium Term Plan. The various proposed changes to pensions have no impact in the short term. Other adjustments will be set out in the annual budget report but these are not expected to affect the interim conclusions in the various Medium Term Plans.

3.4 Business Rates will increase by 5.6% but the Council simply collects this on behalf of central Government and even when the new system comes in during 2013/14 the rate will be set nationally.

4. THE REPORT

4.1 This report forms part of the Service and Resource Planning process. The next steps include:

- Policy Development & Scrutiny meetings - review of Service Action Plans at all January meetings.
- Resources Policy Development & Scrutiny Panel takes overview of PDS comments – 6th February 2012
- Cabinet recommendations to Council to enable budget setting - 8th February 2012 cabinet meeting
- Council approval of budget - 14th February 2011

4.2 There is a reserve date for Council to reconsider the budget if there are any major amendments which cannot be dealt with on 14th February. The reserve date is 23rd February.

4.3 At its meeting in February the Cabinet will consider:

- The draft annual budget report so that recommendations can be made to Council
- New Vision and Values for the Council to be incorporated into a revised Corporate Plan in spring 2012.

The Medium Term Service & Resource Plans and annual Service Action Plans will be important background documents as will the various equalities impact assessments

4.4 Each Service Action Plan contains commitments for the year ahead. Those commitments support the Medium Term Plans which aim to cover the next three years, albeit that the uncertainty about the funding of years 2 & 3 has meant that only a direction of travel could be indicated for future years.

4.5 Service Action Plans and Medium Term Service & Resource Plans will be ratified by the February meeting of Council but will not be presented to the meeting of Council. They will be a relevant background paper. With that in mind it is timely for Policy Development & Scrutiny Panels to consider matters that need highlighting and to raise such matters with portfolio holders in advance of the February Cabinet meeting.

4.6 Issues highlighted by Policy Development & Scrutiny Panels will be collated and summarised for the Resources Policy Development & Scrutiny Panel meeting on 6th February. This information will also be included with the papers presented to both Cabinet and Council when the budget is considered.

5. RISK MANAGEMENT

5.1 A risk assessment of the Council's budgets and reserves will be contained in the final budget papers to be presented to Cabinet and Council in February.

6. EQUALITIES

6.1 Service Action Plans contain relevant references to equalities. An important consideration for the Panel is whether those Service Action Plans contain the right actions to help mitigate equalities issues arising from those plans.

6.2 The associated equalities impact assessments are published on the Council website and a link will be provided for Panel members. To be lawful the decision making process needs to take into account equalities issues.

7. CONSULTATION

7.1 The corporate implications of this report have been considered by Strategic Directors Group (SDG), including the Section 151 Finance Officer; Chief Executive and Monitoring Officer.

7.2 Further consultation has taken place as part of the previous Corporate Plan and Sustainable Community Strategy processes. Members of the Council are being consulted about the emerging new Vision and Values.

7.3 A Budget Fair was run in October 2011 to receive comments on the emerging budget plans. Separate consultation is also being arranged for the local business community.

8. ISSUES TO CONSIDER IN REACHING THE DECISION

8.1 All the following issues are relevant to Service Action Planning: *Social Inclusion; Customer Focus; Sustainability; Human Resources; Property; Young People; Human Rights; Corporate Plan; Health & Safety; Impact on Staff; the Legal Considerations.*

9. ADVICE SOUGHT

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

Contact person	<i>Jane Shayler, Tel: 01225 396120</i>
Background papers	<i>Draft Medium Term Service and Resource Plan 2012/13-2014-15 Adult Social Care & Housing, as submitted to Wellbeing Policy Development & Scrutiny Panel, 18th November 2011.</i>
Please contact the report author if you need to access this report in an alternative format	

Adult Social Care & Housing

Service Action Plan

2012/13

This plan is an active document that will be reported against every six months via the Service Delivery Programme performance report. All staff that are part of the Service should have an opportunity to contribute to its creation and any new staff joining the Service should be made aware of this document as part of their induction.

Introduction

Programme Director, Non-Acute Health, Social Care & Housing	Jane Shayler
Lead Portfolio Holder	Simon Allen; Tim Ball
Staffing Establishment (2012/13)	80, including delivery of Housing Services, integrated Commissioning of Non-Acute Health, Social Care & Housing, Adult Safeguarding and Quality Assurance.

Scope of Service (size, proportions and activities)

Primarily a commissioning role in respect of integrated commissioning of adult social care, housing and health services. Also includes delivery of housing services.

- Learning difficulties
- Physical & Sensory Impairment
- Mental Health
- Substance Misuse
- Adult Social care commissioning
- Supporting People & Communities
- Unplanned care
- People with Long Term Conditions
- Housing

Management Structure of Service

Structure attached as Appendix 2

Non-Acute Health, Social Care & Housing Management “Portfolios” attached as Appendix 3

Customer Profile

Outline who your main customers are, e.g., service users, residents, other council services, officers, members, partners etc

Following the transfer of community health and social care services, the Non-Acute Health, Social Care & Housing predominantly commissions (plans and purchases) services for adults and older people in Bath & North East Somerset, including:

- Learning difficulties
- Physical & Sensory Impairment
- Mental Health
- Substance Misuse
- Adult Social care commissioning
- Supporting People & Communities
- Unplanned care
- People with Long Term Conditions
- Housing

For further detail see Appendix 2, which details each commissioning manager's "portfolio" or area of commissioning.

On 1st October 2011 700 social care staff and 1000 health staff providing integrated Community Health & Social Care Services transferred to the newly established Sirona Care & Health CIC (Community Interest Company) www.sirona-cic.org.uk. Sirona provides a wide range of social care and community health services including:

- Community Alarm and Equipment Services
- Community Hospital in-patient and out-patient services
- Community Locality Teams, which includes social workers, nurses, therapist and integrated reablement services
- Community Resource Centres – providing residential & day care for people with dementia and those with more general need for care and support
- Employment Inclusion Service – supporting adults with a mental health problem or learning disability into paid employment
- Extra Care – providing 24-hour care and support to older people and those with a disability living in extra care housing
- Health Improvement Service – promoting healthy lifestyles through specific programmes eg food in schools, food worker programme, health trainers, stop smoking service
- Health Visitors
- Hospital Social Work Team

- Integrated Access Team – providing triage, referral and signposting service
- Learning Difficulties Locality Service including day services, Social Work, supported living services, learning difficulty nursing and services that support people access facilities in their local communities
- Mental Health Support & Reablement services – to support people with a range of musculoskeletal needs
- Minor Injuries Unit, Paulton Hospital
- Psychological Therapies Service
- Speech and Language Therapy – adults and children

The Community Mental Health Service, including Approved Mental Health Practitioners, is managed, on behalf of the Council, by Avon & Wiltshire Mental Health NHS Partnership Trust ('AWP'). AWP also provides specialist mental health services.

The delivery of Housing Services has been retained within the Council and includes the following services for people in need of housing advice and assistance, including those who are homeless, owner-occupiers, private tenants and landlords and tenants of housing associations/social housing :

- Housing Improvement Team - we can help to provide financial help to adapt or make essential repairs to your home; for example, if you have difficulty climbing the stairs or your roof is leaking. We can also offer help if you are finding it difficult to stay warm and heat your home.
- Housing Standards Team - we work with tenants and landlords to improve the housing conditions in rented properties. If your landlord is not carrying out repairs in your home we can help in getting them done.
- Homesearch Team - we administer the housing register for social housing. You can contact us if you would like to join the register for social housing or if you are interested in sheltered housing.
- Housing Options and Homelessness Team - we can give advice on a range of housing options available to you, including moving to a more suitable home or help if you are having problems with your landlord.
- Supported Lodgings Team - we can arrange lodgings in private homes for young people to help them in their transition to independent living.
- Strategic Housing Development Team - we work with Housing Associations and builders to enable them to provide new affordable homes.

Are there any specific customer needs that require your service to change?

Transitions from Children's Services to Adult Social Care

Each year Adult Social Care & Housing accepts responsibility for the commissioning of social care services for a number of young people with learning difficulties as they reach 18, who, having received an assessment, are identified to have eligible needs as an adult, primarily for residential accommodation and/or personal care. A total of 87 new services, or placements, have been commissioned from 2006/07 to the present day. Of the 87 placements – 84 (96%) have been due to commissioning new services for young people moving into adulthood. The remaining 3 placements have been for older people moving into the area and becoming ordinarily resident in B&NES.

Information held by the Council indicates that there are approximately 80-90 children who will reach 18 in the next five years who are likely to have eligible needs for social care as an adult. There is a particular 'spike' in current year 11 – (aged 15-16) where there is a significantly large number of children with a diagnosis of Autism, which suggests that there will be an even greater demand on social care and the purchasing budgets in 2014/15. There will be a year on year requirement to commission services for young people with learning difficulties reaching adulthood for approximately 15-20 people a year

There are an increasing number of young people with multiple and complex needs living into adulthood as improvements in healthcare continue, who will require individually tailored packages of care and support. Some will be eligible for funding from Continuing Healthcare, however many will not and will require social care commissioned services. These are potentially high cost services due to the level of complexity of need that the young person will have.

There will be an increase in the number of young people and families using personal budgets to fund a wider range of support than has traditionally been provided from social services.

Personal Budgets (particularly for People with Physical Disabilities)

In line with the Council's strategy all adults with a physical disability receiving a social service have been provided with, or are moving on to a personal budget. Within the population of 289 people there are currently a total of 183 (63%) people receiving a personal budget. This is an increase from 139 (42%) in November 2010. A 'commissioned' personal budget is one that is arranged on behalf of the service user by a Social Worker/Care Manager or other key worker whilst a 'direct payment' personal budget is passed to the service user, who then purchases a bespoke package of care and support. For people with complex needs this may include employing a Personal Assistant.

There has been an overall shift in the proportion of people receiving community based packages as opposed to residential care. At the same time there has been a shift of service users with more complex needs from more traditional models of community-based care such as Home Care and Supported Living to more diverse, bespoke packages of care purchased through a Personal Budget. People with more complex/multiple needs are being supported to live in the community and whilst this is in line with the Council's strategy to promote independence and in line with both national and local policy to give people greater choice and control, it is the case that bespoke community based packages are a more expensive way of meeting need. This is exacerbated by the loss of economies of scale associated with a block-contracting approach to commissioning more standardised services.

The budget pressures being seen in Personal Budgets across all client groups but, in particular for people with physical disability highlight the importance of having a clear policy framework for both Personal Budgets and that clearly sets out the level of choice and control over both care setting and service provider(s) that individual service users are able to exercise. Over the coming year, a review of the policy framework will be undertaken and, it is possible, that this review will lead to a revision of the policy.

Demographic Pressures

In addition to the need to respond to changing expectations, including for greater levels of personal choice and control over both the form of services provided and the provider of those services, adult social services need to be planned in the context of projections of the impacts of demographic growth. The impacts set out in Table 1 below are based on ONS (Office of National Statistics) projections for Bath & North East Somerset, based on the actual B&NES resident population as at April 2010 of 186,927.

Table 1

	2012	2013	2014
Adults 20-65	109,400	109,700	110,200
% growth	0.5%	0.3%	0.5%
Smoothed average	0.4%	0.4%	0.4%
Over 65s	32,900	33,700	34,300
% growth	2.5%	2.4%	1.8%
Smoothed average	2.3%	2.3%	2.3%
Over 85s	5,200	5,400	5,500
% growth	2.0%	3.8%	1.9%
Smoothed average	2.6%	2.6%	2.6%

Service Delivery

Planned improvements to service delivery in 2012/13

Following the transfer of community health & social care services to Sirona Care & Health CIC on 1st October 2011, which marked a significant milestone in the transformation of community services no further substantial changes to services are planned during 2012/13.

Areas of the Service that are to be stopped or reduced in 2012/13 (due to budget pressures / change in focus etc)

None anticipated.

External influences / pressures that could impact on service delivery during 2012/13 (excluding budget pressures)

New Adult Social Care Outcomes Framework (ASCOF) – The ASCOF places much greater emphasis on the delivery of outcomes, personalisation and the promotion of choice and control and on the adult social care system being more comprehensively informed and directed by the views of service users and carers. The ASCOF contains four broad *outcome domains*, all of which contain an element of feedback gleaned from user and carer surveys:

- Enhancing quality of life for people with care & support needs
- Delaying & reducing the need for care & support
- Ensuring that people have a positive experience of care & support
- Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm

The framework also relies much more heavily on Local Authorities ‘telling their own story’ i.e. facilitating a process through which the issues that matter to social care users and their carers locally are captured, reported on and communicated to central Government.

Law Commission Review of Adult Social Care Legislation - The report of the Review was published in June 2010 and the Government has indicated in its response that new legislation will be introduced in 2012 that picks up key recommendations from the Review. Proposals, which are likely to be adopted, include a broader definition of carers who are entitlement to an assessment of their needs and may be eligible for services and the removal of the current restriction on use of direct payments/personal budgets to fund residential care. Both of these proposals are likely to have budgetary implications.

Service Costs

Explanation of Service costs (including areas of high spend and growth / investment)

Adult Social Care & Housing purchasing budgets (funding a wide range of commissioned independent and third sector services, including nursing, residential and home care as well as Personal Budgets) represent approximately 90% of the spend covered by this plan with the remaining 10% funding delivery of housing services and the commissioning team, including adult safeguarding and quality assurance. Table 2 provides a breakdown of spend as at October 2011.

Table 2

	Gross £'000	Net £'000
Mental Health Commissioning – Adults of Working Age and Older People	10,388	7,784
Older People Commissioning	35,253	18,243
Physical Disability & Sensory Impairment Commissioning	3,377	3,090
Learning Difficulties Commissioning	23,181	17,093
Supporting People & Communities Commissioning	6,413	6,074
Adult Care Commissioning – Other	6,540	2,155
Adult Substance Misuse (DAT)	2,923	598
Housing Services	3,020	2,255
Total 2011/12 budget at October 2011	91,095	57,292

Value for Money improvements - planned efficiencies / savings to be made during 2012/13

Cashable Efficiencies

In developing the proposals to move towards sustainable financial balance we have prioritised those areas where either our knowledge of the market and/or benchmarking of our performance and/or spend indicates that there are still efficiency gains to be made through: effective procurement and contract negotiation; and streamlining or tightening systems and processes. This approach resulted in a three-year programme aimed at bringing the unit cost of placements and packages in line with the South-West average and also to reduce the number of residential and nursing care placements made in line with the overall service strategy, which is to sustain greater numbers of people in community settings. 2012/13 represents the third and final year of this programme. The Placements & Packages Steering Group has been in place for two years now and has overseen an ambitious work programme designed to deliver a reduction in both the unit cost of residential and nursing care placements and a reduction in the number of placements being made in residential and nursing care. Key elements of the work programme are summarised below:

- **Single Panel** – has been in place since March 2011, replacing client-group specific panels for agreeing placement/package funding. The change is designed to ensure consistency, equity and value-for-money for all individual placements and packages of care and also to identify pricing differentials between different providers for comparable placements and packages.
- **Placements & Packages Policy** – sets out for health and social care managers and other case managers the overall approach and policy framework for setting up placements and packages of care and support in B&NES, including guidelines on resource allocation and specific areas of practice. Was formally adopted, following consultation, in April 2011.
- **Investment in community-based options** - including re-ablement, rehabilitation, prevention and early intervention where the evidence supports these approaches as sustaining people in their own homes;
- **Market Shaping** - greater focus to procurement; contract negotiation and management. A framework contract for Continuing Health Care has been put in place and savings of circa £1.2 million delivered to bring in line with benchmark; targeted negotiations with providers informed by benchmarking and pricing structure breakdown are being undertaken and delivered up to 10% efficiency savings in-year with a full-year effect in 2011/12. Focused re-commissioning of some learning difficulties and mental health services to deliver improvements in quality and value-for-money.

Additional Income

Increased income from personal contributions for social care –2012/13 represents the full-year effect of implementing the *Fairer Contributions* Policy for existing service users following agreement of the revised policy in May 2010. The Policy does not apply to registered residential or nursing care, which is subject to a national charging policy. The *Fairer Contributions* Policy was introduced in May 2010 for all new service users entering the social care system and for existing service users in April 2011. Financial modelling set out in the November 2009 report to Healthier Communities & Older People Overview & Scrutiny Panel showed that approximately 72% of non-residential social care service users would see an increase in their contribution whilst around 11% would see a decrease and a further 17% would experience no change. Prior to implementation of the new policy, Bath & North East Somerset generated the lowest level of income from contributions (6.98% of costs) when compared with all other South West local authorities (average 11.77% of costs).

Home Adaptations & Aids - Delivery of a reduction in expenditure on mandatory Disabled Facilities Grants through agreeing with Somer Housing Group that Somer will fund an increased share of DFGs for Somer tenants. Spend in 2010/11 on adaptations to the homes of disabled tenants of Registered Providers (social housing providers) was approximately £600,000, the majority of which were in Somer Housing Group properties. The new agreement will see Somer & the Council sharing the cost of the majority of their adaptations. It is estimate that this will save the Council at least £100,000 with no impact on the rights of disabled people to access aids and adaptations.

Summary from Medium Term Service & Resource Plan[\(add hyperlink to relevant web page for more detailed information\)](#)

MTS&RP Items	2011/12 (for comparison) £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Opening Budget	52808	57473	53682	54038
Removal of one-offs	0	-4371	0	0
Savings	-3228	-3588	-2112	-2847
Settlement grant	1600	1300	200	0
Growth	2018	2868	2268	2268
Proposed Base Budget	53198	53682	54038	53459
Target Budget	53198	53682	54038	53459
Deficit / (Surplus)	0	0	0	0
Additional Stretch Reductions	0	0	0	0
In Year Adjustments (including £3.14m of s256 in 11/12)	4275			
Proposed Overall Budget (November 11 rollover)	57473	53682	54038	53459
s256 from PCT	0	2796	2436	2132
Total net directorate budget including s256	57473	56478	56474	55591
Net movement of Council funding		580	356	-579

Please note that the savings for years 2013/14 and 2014/15 are indicative at this stage and need further development

Workforce Planning

It is important that the Council continues to maintain and develop the workforce necessary to meet its future needs both in terms of the numbers employed and skills & competency required of those employees. To inform the forward Organisational Development and Workforce Planning Strategy, please complete the section below with details of actions you have taken or plan to address your service needs. The list of questions is neither exclusive or exhaustive but intended to assist you in considering the broader issues which may relate to either your service or Change Programme Workstreams.

Please also outline any identified needs that you cannot address/think will be more difficult to address.

Alternatively, if your service has developed a specific workforce plan, attach it as an appendix to this Service Plan.

<p>Organisational Development: Implementation of ‘future organisational model’:</p> <ul style="list-style-type: none"> • <i>How are you developing new workforce structures/ways of working to support the ‘future council’ organisational model?</i> • <i>What alternative service delivery arrangements are planned/anticipated?</i> <p><i>Are you considering job redesign? If so how/what</i></p>	<p>The transfer of establishment of Sirona Care & Health CIC represents the implementation of a key element of the strategy for transforming community services and of the Council’s Change Programme. Sirona have workforce development plans in place, which will be revised and further refined in light of the organisation’s business plan.</p>
<p>Leadership and Management Development:</p> <ul style="list-style-type: none"> • <i>What plans do you have for developing leaders in the new context?</i> • <i>Do you have a programme to assess and develop manager competency and meet gaps?</i> <p><i>Have you identified new manager skills that will be necessary in the ‘future council’</i></p>	<p>A management development programme to support the establishment of the new structure for the People and Communities Department is being developed as we go through the options appraisal and consultation. The skills & competencies set out in the section below are those identified at this stage.</p>
<p>Skills & Competencies</p> <ul style="list-style-type: none"> • <i>Have you identified new skills/competencies that will be necessary for success in the new working environment/context?</i> • <i>Do you think you have a significant skills gap, if so what and how might it be addressed?</i> • <i>Have you identified that these skills might be missing/in short supply in the workforce as a whole?</i> 	<p>Indications of the kind of skills People and Communities will need to strengthen in future are:</p> <ul style="list-style-type: none"> • Procurement, commercial management and market place facilitation (to support the Commissioning Leads) • Data/Intelligence/Best Practice/Survey results assimilation (to support role of strategic planning and commissioning) • Communication: development of strategy, partnership development, community development, engagement,

	<p>consultation and information giving. In particular developing an awareness of knowledge sharing (knowledge platform)</p> <ul style="list-style-type: none"> • Bid writing and presentation to reflect the current position of the requirement to bid for funding • Negotiation skills with partners and other agencies to take forward the increased need for alignment and pooling of resources • Political awareness and ability to negotiate through complex political processes
<p>Recruitment & Retention</p> <ul style="list-style-type: none"> • <i>Do you anticipate any recruitment difficulties in the current financial climate?</i> • <i>Are you undertaking any activity with partner organisations etc to address current/future skills shortages</i> <p><i>Is removal of the default retirement age likely to impact on your workforce?</i></p>	<p>No specific recruitment difficulties are anticipated in the current financial climate. Commissioners will continue to work with partner/provider organisations to inform their workforce development plans.</p> <p>No specific impacts are anticipated as a result of the removal of the default retirement age.</p>
Identified needs that cannot be addressed at service level/may be more difficult to address at this level	

Equalities

We are committed to the Council's core value of ensuring there is equality of opportunity through employment and service delivery. We are committed to promoting equality and eliminating discrimination on the grounds of age, disability, faith/religion or belief, gender including transgender, marital / civil partnership status, race, colour, ethnic or national origin and sexual orientation. Equality Impact Assessments (EIA) are carried out on all service changes and actions to mitigate impacts.

Please follow the link to the appropriate EIA [.equality impact assessment: financial plan](#)

Key Service Priorities 2012/13

It is important to show how each service priority links to the new Corporate Plan, in particular the four strategic objectives & high level outcomes set out in the table below. At the end of each priority, services **must** indicate whether it will contribute to an objective & add the reference letter for each outcome it will help to deliver.

Objectives	Outcomes	Ref
1. Promoting independence and positive lives for everyone	Children and young people enjoy their childhood and are prepared for adult life.	A
	Schools develop and extend their role in the local community	B
	Youth Service works with the community to provide opportunities to support and develop young people	C
	Older people are supported to live independently.	D
	The people most in need are supported to live full active lives.	E
2. Creating neighbourhoods where people are proud to live	Where people feel safe	A
	There are decent affordable homes in private and social sector	B
	Clean streets and open spaces	C
	Where people are able to travel easily with reduced traffic congestion and pollution	D
	Where local people actively lead the delivery of improvements in their community	E
	Where there are opportunities to participate in sports, leisure and cultural activities	F
3. Building a stronger economy	With a broad range of job and employment opportunities	A
	With a strong local business sector, tourism, and local shopping	B
	Key development sites are delivered to increase the number of local businesses.	C
	A diverse economy with growth in the low carbon, knowledge creative, and ICT industries	D
4. Developing resilient communities	Where local people have developed their skills and use them to improve their community	A
	Where decisions are made as locally as possible	B
	Where there is easy access to public services and local amenities.	C
	Communities have adapted to changes in our climate and are not dependent on high carbon energy	D
	Recycling and reduction in waste continues to be extended	E

Priority 1:

Details of Service Priority	Ensure effective multi-agency planning to support young people with disabilities into adulthood.	
Impact on local community	Young adults with disabilities are supported to be active members of their community.	
Groups of service users affected	Young people with physical disabilities, sensory impairment, learning difficulties, autism spectrum disorders and mental health needs.	
Key Activities (add more lines as appropriate)	Timescales	Performance Measures
Implement revised transition plan process with targeted schools, based in National best practice – Getting A Life	September 2012 for pilot schools March 2013 for all schools	Number of young people using revised transition plan – target 100% of SEN students by March 2013 Number of schools/academies using revised process – target 100% Reduction in out of area residential/college placements and increase in local provision
Develop improved transition website to provide better information for young people and families	September 2012	Service User feedback Number of ‘hits’ on website
Establish user engagement forum in partnership with Off the Record	May 2012	Number of participants – target 20 young people User feedback
Roll out of training strategy for person centred approaches to transition planning across different agencies	Ongoing	Number of staff attending training
Run minimum three seminars in 3 Ways and Fosseyway school for family carers to cover: housing options; education and employment; use of personal budgets	June 2012; October 2012; March 2013	Number of families attending – target 50% of families of SEN children in school leaving year

Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:

Strategic Objective	Contributes – Y/N?	Relevant Outcomes
1. Promoting independence and positive lives for everyone	Y	A,B,E
2. Creating neighbourhoods where people are proud to live	N	
3. Building a stronger economy	Y	A
4. Developing resilient communities	Y	A, C

Priority 2:

Details of Service Priority	Put in place plans to improve facilities for Gypsies & Traveller facilities.
Impact on local community	Unlikely to impact during 2012/13 due to the timescales associated with delivery of the outcomes of this project.
Groups of service users affected	Gypsies and Travellers.

Key Activities	Timescales	Performance Measures
Host Workshop Organise & host an initial ½ day workshop to develop a draft site delivery plan. This will be referred to Housing & Major Projects Panel prior to going to Cabinet for agreement as detailed below. Workshop to include representatives of the travelling community. This initial workshop is likely to be the first of a wider programme of engagement with key stakeholders including representatives of the travelling community that seeks to identify and develop plans to address the accommodation and other specific needs of the travelling community.	Spring 2012	Workshop taken place & outcomes report completed.
Update Gypsy & Traveller Accommodation Assessment (GTAA) Agree at B&NES and West of England level the approach to updating the GTAA. If GTAA update agreed then seek to commission.	Spring 2012	Corporate agreement on way forward & update commissioned.
Cabinet Agreement Agree corporate approach in relation to site delivery, that is, what type of sites e.g. transit, residential, how many sites & pitches, financing arrangements, project management etc.	Spring/Summer 2012	Site provision strategy agreed.
Site Investigation Following on from Planning's development work on the G&T DPD, begin to identify suitable sites.	Summer/Autumn 2012	Short list of sites identified.

Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:

Strategic Objective	Contributes – Y/N?	Relevant Outcomes
1. Promoting independence and positive lives for everyone	Y	A, E
2. Creating neighbourhoods where people are proud to live	Y	A, B, C, E
3. Building a stronger economy	Y	C
4. Developing resilient communities	Y	E

Priority 3:		
Details of Service Priority	Further development of re-ablement & rehabilitation services to prevent admission to hospital and nursing care, facilitate early discharge from hospital and support the independence of older people.	
Impact on local community	Older People and people with disabilities are able to remain in or return to their local community.	
Groups of service users affected	Older People and people with disabilities	
Key Activities	Timescales	Performance Measures
Complete Re-ablement & Post Discharge Support Extended Research Pilots with partner providers.	Most pilots to be completed by January 2013 although some may extend to July 2013	Detailed performance measures have been developed for each individual specification. High level measures include: NI125 - % of people still at home 90 days post discharge. Rate of residential admission per 10,000 population.
Evaluate findings of ERPs and develop commissioning strategy	January to March 2013	Re-ablement Strategy
Support Sirona to finalise integration of Intermediate Care & Home Care Re-enablement, including service structure, operation and performance management/measurement	August 2012	Single performance measure developed& implemented
Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:		
Strategic Objective	Contributes – Y/N?	Relevant Outcomes
1. Promoting independence and positive lives for everyone	Y	D, E
2. Creating neighbourhoods where people are proud to live	N	
3. Building a stronger economy	N	

4. Developing resilient communities	N	
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Priority 4:		
Details of Service Priority	Review and revise, as appropriate, the Personal Budgets policy framework.	
Impact on local community	People who require support from social services are treated fairly through the appropriate distribution of resources.	
Groups of service users affected	Older people, people with physical and learning disabilities, people with sensory impairment, people with mental health problems and others with long-term or life limiting illnesses/conditions	
Key Activities	Timescales	Performance Measures
Analysis of current distribution and spend in relation to PBs to inform equalities impact assessment and policy revisions	April 2012	Analysis completed
Analysis of current application of FACs criteria to inform equalities impact assessment and development of clearer guidance for Sirona staff	April 2012	Analysis completed
Revise Resource Allocation System to support improved practice and address equalities issues	April 2012	RAS published
Training for Sirona and AWP managed staff on revised policy, FACs guidance and resource allocation system	May to July 2012	100% of relevant staff trained
Review service users against revised policy, FACs guidance and resource allocation system	August to December 2012	100% reviews completed
Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:		
Strategic Objective	Contributes – Y/N?	Relevant Outcomes
1. Promoting independence and positive lives for everyone	Y	E
2. Creating neighbourhoods where people are proud to live	N	
3. Building a stronger economy	N	
4. Developing resilient communities	Y	A, B, C

Priority 5:

Details of Service Priority	Develop and implement local Autism Strategy and related work.		
Impact on local community	People with Autism are supported to be active members of their community.		
Groups of service users affected	Adults with an Autistic Spectrum Disorder.		
Key Activities	Timescales	Performance Measures	
Review the existing assessment and care management capacity and capability with Sirona with regard to meeting the needs of people with Autism, and ensure that during this period we develop a specific assessment and care management skill base.	Complete review by June 2012 Revised service specification in place by September 2012	Number of adults identified as having diagnosis of ASC % of adults with ASC who have been assessed or reviewed by ASC specific care manager	
Spot purchase from AWP a diagnosis and treatment service for people with an Autistic Spectrum Condition	Ongoing	Number of adults accessing the service – target 10 adults per year	
Commission Autism awareness training available to all	Develop specification – May 2012 Secure training provider – July 2012 Rollout of training programme – September 2012	Number of staff accessing training Range of agencies accessing training Participant feedback	
Focus on young people with Autism who will need new services as they move into adulthood	Identify SEN students with ASC – April 2012 Programme for completing revised	Number of SEN ASC students with revised transition plan – target 100% of current year 12 and Year 11 to have revised plan	

	transition plan in place by July 2012	
Establish user forum for with service users and family carers of people with Autism	Ongoing	Number of participants Service User feedback
Create a purchasing budget specifically for meeting the needs of people with ASC	By September 2012	Purchasing budget in place

Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:

Strategic Objective	Contributes – Y/N?	Relevant Outcomes
1. Promoting independence and positive lives for everyone	Y	A,B,E
2. Creating neighbourhoods where people are proud to live	Y	A
3. Building a stronger economy	Y	A
4. Developing resilient communities	Y	A,B,C

Priority 6:

Details of Service Priority	Implementation of the National Dementia Strategy.
Impact on local community	People with dementia and their carers should live well in their communities, accessing care and support that they would benefit from.
Groups of service users affected	People with dementia and their carers.

Key Activities	Timescales	Performance Measures
Implementation of local action plan which is available on the PCT's website	As per the action plan	NICE Dementia Quality Standards, CQUINs, Adult Social Care Framework & NHS Outcomes Framework
Maintain and develop key stakeholder relationships through the dementia care pathway group	On-going	Attendance at pathway group meetings and action plan delivery
Commission memory services support from the transfer of health funding to the local authority as per NHS guidance under a section 256	May 2012	Service user and carer feedback

Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:

Strategic Objective	Contributes – Y/N?	Relevant Outcomes
1. Promoting independence and positive lives for everyone	Y	D, E
2. Creating neighbourhoods where people are proud to live	N	
3. Building a stronger economy	N	
4. Developing resilient communities	N	

Priority 7:		
Details of Service Priority	Review and refresh the Safeguarding Adults Strategy.	
Impact on local community	Awareness raising, ensures safeguarding is everybody's business, robust safeguarding adults multi-agency arrangements.	
Groups of service users affected	All "vulnerable" adults	
Key Activities	Timescales	Performance Measures
Agree safeguarding adults strategy review and identify gaps with Local Safeguarding Adults Board (LSAB).	September 2011	Convene and facilitate specific LSAB meeting.
Draft Safeguarding Adults Strategy	February 2012	Draft strategy in place.
Consult on draft Safeguarding Adults Strategy	Feb-April 2012	Report to LSAB in March 2012 followed by consultation event
Launch Safeguarding Adults Strategy	May 2012	Launch event(s) have taken place.
Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:		
Strategic Objective	Contributes – Y/N?	Relevant Outcomes
1. Promoting independence and positive lives for everyone	Y	E
2. Creating neighbourhoods where people are proud to live	Y	A
3. Building a stronger economy	N	
4. Developing resilient communities	N	

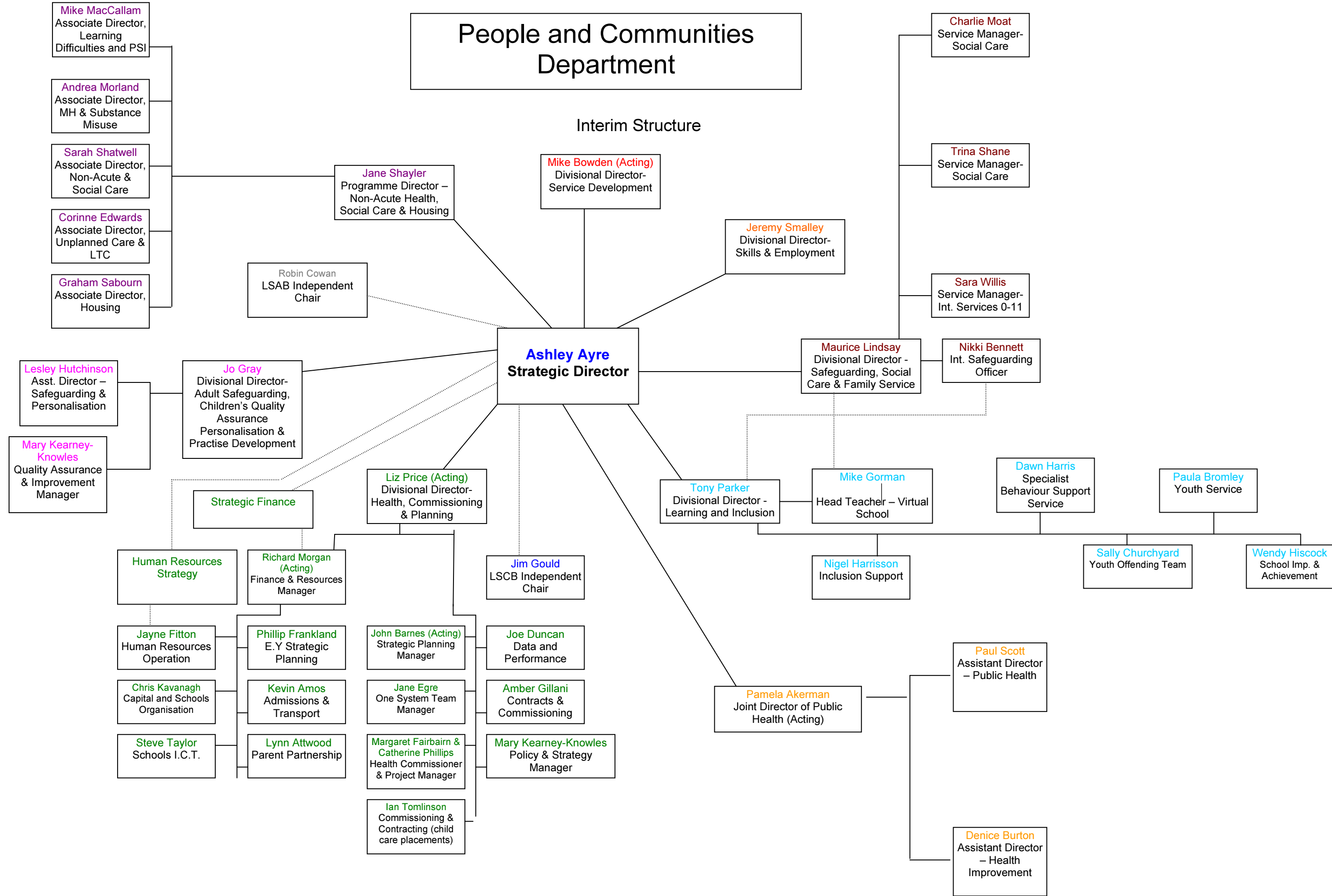
Appendix 1 – Key Performance Measures and Targets 2012/13

Draft Key Performance Indicators

Performance Indicator	2011/12 Forecast Performance	2012/13 Target
Emergency admissions for people aged 65 & over		To be agreed
Emergency bed days for people aged 65 & over		To be agreed
Admissions to residential & nursing care (rate, all ages)	105/10,000	82/10,000
Admissions to residential & nursing care direct from hospital (actual monthly, all ages)	8	<10
Numbers of people dying at home		To be agreed
Proportion of people still at home 91 days post discharge	96%	95%
Social care related quality of life	18.8	18.9
Proportion of people who use services who have control over their daily life	77.5%	80%
People who receive self-directed support & direct payments	70%	100% (by year end)
Overall satisfaction of people who use services with their care & support	69.7%	72%
People who use services & their carers who find it easy to find information	58.6%	62%
Number of adults with Learning Difficulties in settled accommodation	65%	70%
Number of adults with LD in paid employment	8%	9%
Number of eligible adults with LD in receipt of a personal budget	80%	100%
% of adults with Autistic Spectrum Condition (ASC) who have been assessed or reviewed by ASC specific care manager	n/a	50%
Average time for major adaptations to be completed from initial enquiry to B&NES Access Team (weeks) (M)	44	46
Households in temporary accommodation (M)	30	37
Homefinder tenancies that are successfully* sustained % (Q) (*Successful = in place for 1 year or more)	85%	60%
NI 155 - Affordable homes delivered against the 4 year cumulative target % (Q)	35%	25%

Performance Indicator	2011/12 Forecast Performance	2012/13 Target
Empty properties brought back into use *Cumulative over financial year (No.) (Q)	6	25
Number of adults with Mental Health needs in settled accommodation	75%	75%
Number of adults with Mental Health needs in paid employment	18%	18%
% of decisions made in 2 working days from the time of referral	95%	95%
% of strategy meetings/discussions held within 5 working days from date of referral	90%	90%
% of strategy meetings/discussions held with 8 working days from date of referral	100%	100%
% of overall safeguarding activities / events to timescale	90%	90%
The proportion of people who use services who feel safe	60%	60%

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<p>Sarah Shatwell Associate Director, Non-Acute and Social Care</p>	<p>Lesley Hutchinson Assistant Director, Safeguarding & Personalisation</p>	<p>Mike MacCallam Associate Director, Learning Difficulties & Physical Disability</p>	<p>Andrea Morland Associate Director, Mental Health & Substance Misuse</p>	<p>Corinne Edwards Associate Director, Unplanned Care & Long Term Conditions</p>	<p>Graham Sabourn Associate Director, Housing</p>
<p>Commissioning Portfolio:</p> <ul style="list-style-type: none"> Supported Living Early Intervention & Prevention Advice, Information & Advocacy Support for Carers Registered Residential & Nursing Care Domiciliary Care Re-ablement (joint with CE) Voluntary & Community Sector Social Care Transformation & Strategic Planning <p>Specific Accountability:</p> <ul style="list-style-type: none"> Supporting People & Communities Programme Adult Social Services Charging & Eligibility Policies Provider Accreditation Sirona Social Care Services (social work, alarms/equipment, CRCs) Unplanned & Social Care & Long Term Conditions (joint with CE) 	<p>Service Portfolio:</p> <ul style="list-style-type: none"> Personalisation Social work practice development Safeguarding non delegated responsibilities - Operational Lead AMHP Service supervisor <p>Commissioning Portfolio:</p> <ul style="list-style-type: none"> Safeguarding adults including: <ul style="list-style-type: none"> - Multi agency LSAB work - Multi agency P&Ps - SCRs lessons learned - Performance management AWP and Sirona for safeguarding case coordination - Cross boundary working Performance management safeguarding and MCA for ALL health and social care contracts DOLS applications processing and decision making PCT and LA Adult care FOI requests 	<p>Commissioning Portfolio:</p> <ul style="list-style-type: none"> LD Adult social care commissioning including placements and packages; employment development; personalisation & roll out of personal budgets PSI social care commissioning including placements and packages; employment development; personalisation and roll out of personal budgets LD and PSI health – Primary Care; Secondary Care; Specialist (secure) LD services; Mental Health; Community LD health and social services Health and Social Care commissioning for adults with Autism (shared with Andrea) Service user and carer engagement/involvement for LD/PSI/Autism, including access to advocacy 	<p>Commissioning Portfolio:</p> <ul style="list-style-type: none"> Acute Specialist Mental Health commissioning including in-patients, early intervention, recovery, crisis intervention, eating disorders etc. Development of local PbR system Primary Care mental health services – IAPT and counselling Specialist (secure) mental health services Mental health social care and community support service development – including e.g employment, placements & packages Adult substance misuse commissioning – joint DAAT services i.e. all tier drug and alcohol services <p>Specific Accountability:</p> <ul style="list-style-type: none"> Acute Mental Health Services contract with AWP 	<p>Commissioning Portfolio:</p> <ul style="list-style-type: none"> Acute and community commissioning for unplanned care and long term conditions for example COPD, dementia, stroke, CHD, diabetes, EoLC Lead service/pathway redesign to support the delivery of the whole of the QIPP programme <p>Specific Accountability:</p> <ul style="list-style-type: none"> Community services contract with Sirona Care & Health C.I.C Delivery of QIPP Performance management of specific targets/indicators via Intervening for Success in conjunction with Sarah 	<p>Commissioning Portfolio:</p> <ul style="list-style-type: none"> Develop the Council's strategic housing role & supporting strategies. Range of commissions to support strategic role inc. HIA; HDP; BCU. <p>Service Portfolio:</p> <ul style="list-style-type: none"> Housing advice; homelessness & temporary accommodation Housing allocations Housing standards Housing improvements & disabled adaptations Housing enabling & scheme development Fuel poverty & domestic energy efficiency <p>Specific Accountability:</p> <ul style="list-style-type: none"> Management of service capital budgets. Lead service input into West of England/LEP boards.

<ul style="list-style-type: none"> • Older People's Agenda (joint with CE) 	<ul style="list-style-type: none"> • Caldicott Guardian for LA • Non delegated responsibilities for CCA assessment, reviews, support plans <p>Specific Accountability:</p> <ul style="list-style-type: none"> • As above with the exception of Practice development all statutory requirements • Whole system development and accountability through PBH&WB, PCT Board and Council Corporate Performance 	<ul style="list-style-type: none"> • Lead on multi agency working to improve transition planning for young people across health, social care, education. • Provider engagement <p>Specific Accountability:</p> <ul style="list-style-type: none"> • LD Pooled budget – spend & placements • CHC spend on LD and PSI (18-64) • Adult care lead – transitions • Performance Management of Sirona Contract for LD and Hearing and Vision specs. • Delivery of QIPP workstream – LD • Delivery of MTFP • Safeguarding practice post Winterbourne View – including commissioner assurance 	<ul style="list-style-type: none"> • Specialist mental health (secure) service spend and placements • Joint Mental Health and Social Care and Community Commissioning Strategy 		<ul style="list-style-type: none"> • Lead service input into corporate "Places" agenda inc. Gateway Group; Housing Delivery Panel; BWR board. • Lead service input into LSP Energy Efficiency work stream
<p>Team/Staff Management:</p> <ul style="list-style-type: none"> • Commissioning & Contracts Officers • Supporting People & Communities Team • Information Officer • Carers Breaks Project Officers 	<p>Team/Staff Management:</p> <ul style="list-style-type: none"> • Safeguarding and Practice Development Team • AMHP Team Leads 	<p>Team/Staff Management:</p> <ul style="list-style-type: none"> • Project Officer • Commissioning and Contract Officer (shared) – LD and PSI • Admin. 	<p>Team/Staff Management:</p> <ul style="list-style-type: none"> • MH AOWA Review Officer (LA) • Mental Health Social Work Lead Professional (LA) • Substance Misuse Commissioning Manager/admin (LA) 	<p>Team/Staff Management:</p> <ul style="list-style-type: none"> • Project Manager 	<p>Team/Staff Management:</p> <ul style="list-style-type: none"> • Full range of strategic housing staff inc. surveyors; EHOs; data analyst; admin; enabling officers; social worker; housing advisors etc. • 40+ FTE

Associate Directors Purpose & Principal Accountabilities

Purpose	
<ul style="list-style-type: none"> Lead the commissioning of services within the portfolio, including achievement of specific local and national targets, delivery of savings programmes & implementation of agreed developments. 	<ul style="list-style-type: none"> Provide leadership & direction to the system design. Support Programme Directors in developing longer-term strategic plans. Work with providers to promote effective working relationships across the system of care
Working with community partners, public & service users	
<ul style="list-style-type: none"> Initiate means of assuring involvement & engagement and act as lead Develop local partnerships bringing people together to work collaboratively and provide context for working together 	<ul style="list-style-type: none"> Take decisions on highly complex individual cases involving application of priority criteria, matters of PCT/Council policy, statutory requirements & high risk
Working with clinicians & practitioners	
<ul style="list-style-type: none"> Lead engagement with clinicians/practitioners to inform strategy & drive quality, service design & resource utilisation Manage interfaces with range of partners to promote collaboration & adoption of integrated pathways 	<ul style="list-style-type: none"> Build & manage relationships and handle potential conflict arising when initiating & managing change Oversee Project Management of change programmes
Managing knowledge & assessing needs	
<ul style="list-style-type: none"> Analyse information to understand service provision, identify areas opportunity or concern & articulate to others to promote understanding and action Develop hypotheses to improve service provision & lead their testing and refinement 	<ul style="list-style-type: none"> Share knowledge of all service areas & contribute to needs assessment and identify opportunities to work across traditional service boundaries
Financial Stewardship	
<ul style="list-style-type: none"> Monitor financial performance of contracts, holding providers to account Identify & report any areas of risk & initiate corrective actions – escalate concerns where appropriate Work closely with Finance team to ensure adequate financial modelling of service options 	<ul style="list-style-type: none"> Lead formation of robust business cases Lead contract negotiations Prioritise investment in accordance with strategy Provide assurance regarding plans to achieve targeted savings
Market Management	
<ul style="list-style-type: none"> Establish and develop formal & informal relationships with existing and potential providers Provide guidance to relevant market sectors, promoting awareness of required direction and encourage innovation 	<ul style="list-style-type: none"> Maintain an in-depth appreciation of the market place, including cost & best practice comparisons Lead & co-ordinate cross- service initiatives and produce proposals which maximise the opportunities arising from integration
Performance Management	
<ul style="list-style-type: none"> Identify the measures that matter & ensure their inclusion in service agreements and contract terms. Monitor provider performance and provide assurance on delivery and attainment of financial and other targets 	<ul style="list-style-type: none"> Provide/co-ordinate production of reports. Maintain an in depth appreciation of all key performance; adjusting service provision and measures to suit.

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Housing & Major Projects update

31st January 2012

**Prepared by the Development and Major Projects Strategic Director - John Betty
Housing Services Update – Graham Sabourn**

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Sustainable Development Overview

- The Directorate is responsible for providing a co-ordinated and integrated approach to the provision of Housing, Jobs, Business growth and Economic activity and is focused on delivering Sustainable Economic Growth as set out in the Economic Strategy of April 2010 and the Smart Economic Growth Cabinet paper of November 2010.
- Work continues on Planning and Financing the Future programme (PaFF). This is being carried out to establish the impact of development upon viability and corporate financing.
Joint directorate working continues on this programme with appointed consultants Grant Thornton and Inner Circle progressing the work. A number of PaFF Steering Group and Project Team meetings have taken place to co-ordinate matters.
The outcomes of this pilot programme will inform the regeneration and development agenda.
This work is set against a background of significant Government changes to funding and support, continuing macro-economic challenges and increasing pressure on housing.
The ability of the Council to deliver its priorities and aspirations in this area continues to depend on the alignment of policies in Planning, Transport and the ability of the Council to influence and encourage growth and development through its asset base and influence.
- There are significant challenges ahead in bringing forward development but there are also major opportunities through our Enterprise Area -Bath City Riverside, Bath Western Riverside, Bath Quays South and Manvers Street. Also Norton Radstock Regeneration, MOD Sites, Keynsham, Somerdale and Temple Street. All of which could and should have significant ability to help the economic growth, development agenda and Housing delivery.
- The Directorate continues to review its capacity and organisation in order to respond to this agenda.
- The requirement to ensure that the agenda is rooted in the Administrations requirement to ensure local engagement.

Part 1. Housing

1.1 Housing Delivery

- **Commitment**

- The Council has published a Core Strategy which seeks to provide 11,000 new homes in B&NES by 2026. This will require a step change in annual delivery rates over the plan period from 393per annum (2006-2011) to achieve the required average of 550pa. (Core Strategy Target 2006-2026)
- The Core Strategy is subject to an Examination in Public in January 2012, including the proposed Housing numbers and delivery locations.
- Given the scope of the changes and demands of this the Strategic Director for Development & Major Projects has been given the corporate responsibility for developing a Council-Wide action plan to ensure a corporate co-ordinated approach to the delivery of housing, including affordable housing.
- A review of the current arrangements within the council was been commissioned by SDG. The report covers the capabilities and effectiveness of the organisation and the capacity currently in place to ensure housing delivery meets targets. The report recommends actions necessary to ensure that there is a co-ordinated approach across the council and accountability to the Strategic Director of Development and Major Projects.
- The report is currently with SDG for review but covers::
 - an assessment of current governance structures and future needs
 - priorities for action against Council corporate objectives
 - targets, reporting and accountabilities
 - skills/capacity/gap analysis
 - Current management reporting arrangements.
 - New approaches to housing delivery including a more proactive approaches to working with developers and unlocking brownfield sites for development

- **Delivery update and targets**

- Based on demographic, migration, household and housing market indicators the Bath and North East Somerset future housing growth requirements study concluded that in order for housing supply to absorb demographic change and support economic and employment growth potential it would need to increase by 12,000 dwellings to 2026. The Core Strategy plans for 11,000 homes as 12,000 presents unacceptable environmental and Green Belt impacts.
- Between 2006 and 2011 1967 homes (an annual average of 393 homes were built. This leaves 9,033 homes to be delivered over the next 15 years at an annual average of 602 per annum. This results in a requirement for the next 5 years of 3011
- The Strategic Housing Land Availability Assessment considers that 3,346 homes could reasonably be expected to come forward between 2011/12 and 2015/16.
- The Council's policy is to focus on brownfield land in delivering these targets in order to protect the quality of life for residents in Bath and North East Somerset.
- Sufficient brownfield land has been identified to achieve these targets. However there remain some challenges in delivery:
 - Working with the MOD and other partners to bring forward sites vacated in Bath, although a strong working relationship with the M.O.D has now been forged and the MOD are now working with the Councils in the preparation of the Concept statements.
 - Ensuring infrastructure is in place to allow development in Bath City Centre sites (including Bath Western Riverside)
 - High land values in Bath and Keynsham in particular
 - Influencing other land owners to ensure disposal of other key sites (e.g. Somerdale in Keynsham and Polestar in Poulton)
 - Reluctance of some developers to build, given the on-going uncertainty about house prices and availability of credit.

• **Affordable Housing Delivery**

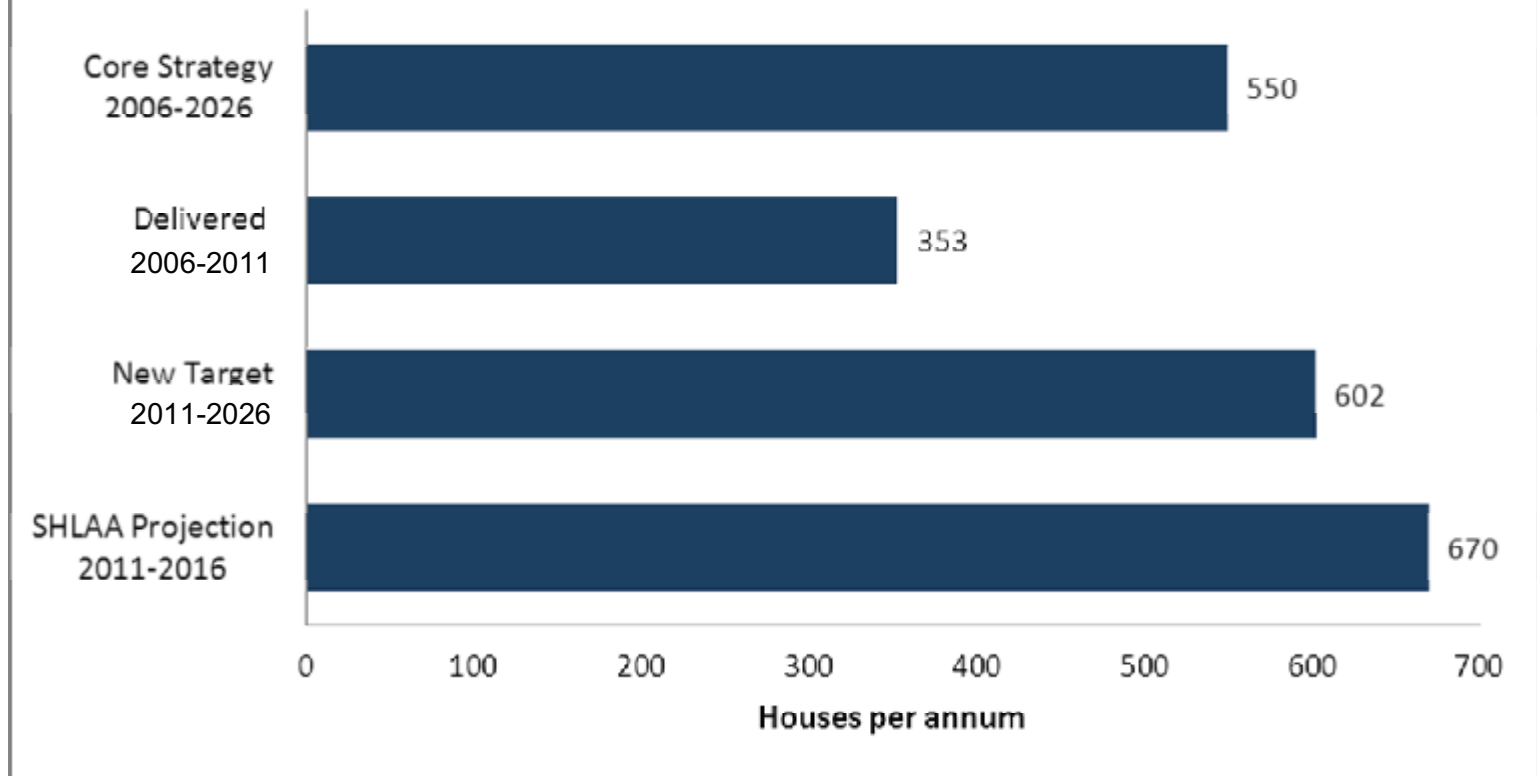
- Previous delivery 2006-2011 (5yrs) 632 (Average pa = 126)
- Target delivery 2011-2015 (4yrs) 610 (Average pa = 153)
- Position to date 2011/12 3rd quarter 217 (Above target) this includes 214 new build.

• **Housing completions 2011**

	Total Housing Completions (up to the end of Q2 2011)	Housing Completion Target 2011/12	Housing Completion Forecast 2011/12	Target vs Forecast
	187	449	403	-46
Figures By Tenure				
Affordable Units	94	241	224	-17
Market sale Units	93	208	179	-29

The minus figures shown in the target vs forecast column are as a result of slippage of the 'Rear of Elm tree Avenue ' site at Radstock and Polestar Purnell 1 sites both of which are now likely to complete in Q1 of 2012/13

Housing Delivery



Major sites coming forward (e.g. BWR, MoD, Keynsham) will assist delivery

West of England Housing Delivery Panel (HDP)

- Following an Official Journal of the European Community (OJEC) compliant tender process, initiated in 2010, we have recently signed up to a four year framework of selected housing providers which aims to:
 - Increase jobs and new homes;
 - Develop better engagement and collaboration;
 - Improve quality and innovation;
 - Maximise investment and delivery;
 - Assist “state aid” requirements
- This framework agreement replaces the former “HomesWest Partnership” which comprised Sovereign, Sarsen, Knightstone and Somer Housing Associations and officially ended on 30 September 2011;
- Following a mobilisation event on 23rd September 2011 the panel comprising 23 member organisations was established from 1st October 2011, marked by an official launch on 18th November 2011, including addresses on the ‘Economic analysis and performance of the West of England’ by Neil Gibson of Oxford Economics, and a HCA presentation by David Warburton.

Homes & Communities Agency Investment Framework 2011-15

- **National Affordable Housing Programme (NAHP)** - 17 investment partners (Registered Providers) have been approved with bids proposing new supply within the West of England. The 17 include 14 housing associations and 3 house-builder developers; nationally there are 146 approved bidders. Detailed contracts are agreed with the 14 HAs and one developer; the other two remain pending.

- **Empty Homes Programme** – The 2012-15 programme involves £100m of investment and a further £50m for community groups and social enterprises as well as Registered Providers. Detailed bids are invited with the deadline date for submission of 23 January 2012. Arrangements are progressing with RP partners in partnership with the Council to tackle long term vacant properties within Bath and NE Somerset.
- The Coalition Government published '**Laying the Foundations: A Housing Strategy for England**' in November 2011. It sets out a package of reforms to:
 - Get the housing market moving again
 - Lay the foundations for a more responsive, effective and stable housing market in the future
 - Support choice and quality for tenants
 - Improve environmental standards and design quality
- Getting the housing market moving includes several initiatives, including:
 - £210m FirstBuy scheme – announced in March budget to help 10,000 first-time buyers
 - Bringing forward publicly held land to provide up to 100,000 new homes
 - New Build Indemnity Scheme helping 100,000 homebuyers with up to 95% mortgages
 - £420m **Get Britain Building Fund** to bring forward or restart stalled housing development sites, expressions of interest are invited by noon 30 January 2012 requiring delivery from June 2012 and completion of eligible dwellings by December 2014.

- **Positive Key issues in relation to Housing:**
 - **BWR**
 - Phase 1 underway. 60 homes (48 affordable) expected in 2011/12. Remaining 240 (including 52 affordable) between 2012/13 and 2014/15. 'Strategic Housing Land Availability Assessment' (SHLAA) expects phase 2 to begin to deliver from 2015/16.
 - **Somer Schemes in Bath** – progressing well and in line with SHLAA trajectory.
 - **MOD**
 - The MOD have confirmed that, following the transfer of 1,700 – 2,000 staff currently base in Bath to Abbey Wood in South Gloucestershire they will dispose of their three sites in Bath by March 2013. This will cover 33ha of land in total at Foxhill, Warminster Road and Ensleigh
 - The MOD, in conjunction with the Council and the HCA, are preparing a Project Delivery Plan (PDP) which will cover :
 - Preparation of concept statements including community consultation and stakeholder engagement for each of the MOD sites
 - The marketing and disposal of the MOD sites
 - The relocation programme & procedures for Bath based MOD staff
 - The PDP will be finalised and monitored through the Strategic Working Group between the MOD, Council and HCA. The Council is leading on the preparation of Concept Statements, which will include community consultation, with the intention of seeking their adoption by Council in July 2012
- **South West Keynsham (K2)** - Planning permission for 285 homes granted at appeal. Decision received July 22 2011. Essential to SHLAA housing delivery trajectory that the Council now progresses its part of the site and that it begins to deliver within the next couple of years.
- **Somerdale** – Sale of site progressing. Scope for development towards end of current 5 year period.
- **NRR** – Linden Homes intent on progressing redevelopment after road works have been implemented. Extension to Planning consent currently pending.
- **Polestar Phase 1** – Major elements delivered but development of final quadrant of site (c.30 flats) has been delayed

- **Polestar Phase 2** – Bovis Homes site – first phase comprising 39 dwellings under construction, first handovers (17 affordable homes) due December 2011

- **The effect of Government Policy on viability to deliver**
 - **Community Infrastructure Levy (CIL)**
 - Consultants have been appointed to prepare the key evidence ‘viability assessment’ to set the CIL charging schedule. The final report was received in December.
 - There are a number of informal engagements scheduled as part of the viability assessment process. We had a developers’ workshop on 17th October to ensure that the viability assessment reflects the conditions with B&NES and seek their views on the methodology and assumptions behind the viability work. A briefing session with statutory providers was held on 2nd November. A member/officer workshop to consider the draft charging schedule has been arranged for 6 February 2012
 - We also started to scope the review of the Planning Obligations Supplementary Planning Document and the framework to produce our Regulation 123 lists. The Regulation 123 lists the Infrastructure that CIL funding will pay for.

Commence	July 2011
Public consultation on Preliminary Draft Charging Schedule	March-April 2012
Public consultation on Draft Charging Schedule	September 2012
Submission	December 2012
Hearings	March 2013
Adoption	September 2013

○ **New Homes Bonus (NHB)**

- The Government has put in place the New Homes Bonus. This is a new scheme which provides a financial incentive to Local Authorities for every home built and an additional bonus for affordable homes built. Bath and North East Somerset received £1.8m.
- Based on the 'Strategic Housing Land Availability Assessment' SHLAA, projections the New Homes Bonus scheme is potentially* worth c£88m to B&NES 2011-2026 covered by the Draft Core Strategy. Therefore the delivery of housing units to provide New Homes bonus receipts is a crucial funding stream to the Council

*The amount of New Homes Bonus generated is dependent on the Council tax band of the completed property therefore this figure will vary but has been calculated using the DCLG calculation matrix provided to Local Authorities for this purpose

1.2. Housing Services Update: Graham Sabourn

Home Improvement Agency Re-commission (HIA)

- Bath & North East Somerset, Bristol, North Somerset & South Gloucestershire are undertaking the joint commissioning of a single Home Improvement Agency for the sub-region.
- HIAs help vulnerable people live independently by providing housing related support, such as minor repairs, handy person services, adaptations and advice. The core customer groups for HIAs are disabled, elderly and otherwise vulnerable households across all tenures, although the focus is on owner occupiers. The service is means tested: provided free to those on benefits, with a modest charge levied for those who can pay. HIAs also provide services through self-funding options to non-vulnerable households.
- The lead commissioners organised a workshop with Foundations, the Government appointed advisors on HIAs, to investigate whether the business case supported this partnership approach. This highlighted the following potential benefits for commissioners and users of the service:
 - Financial Benefits:
 - Savings in procurement costs. With an increasing complex and hostile procurement environment these costs are increasing. By working together we can, and do, make significant savings.
 - Economies of scale in the commissioned service associated with the reduction in back room duplication, particularly around governance, management, IT and other professional support costs.
 - Reduced contract management costs, through less duplication by the contract and field officers of the 4 authorities.
 - Non-Financial Benefits:
 - A larger contract value is likely to interest more potential providers, thus generating greater competition. The increase in bidders would also improve the sustainability of the sector reducing the likelihood of only a single or even no bidders for a single authority commission.
 - A larger contract value would provide the economies of scale to develop services which may prove unviable for a single authority.

- It is more effective for a single provider to market themselves across the sub-region, particularly given that referrers, such as client's children & siblings may live out of district though within the sub-regional.
- The successful provider will be expected to offer authorities a range of services including:
 - information and advice, particularly around housing options for older people;
 - casework, advocacy and support;
 - home safety assessments;
 - hospital discharge and re-ablement services;
 - independent living centre services, including product and equipment testing;
 - independent living centre assessment facilities;
 - co-ordination and technical support for repairs, maintenance, adaptations and improvements; and
 - Handy person repairs, maintenance and security improvements.
- Extensive consultation has been undertaken which has included publishing the draft commissioning strategy and three separate questionnaires developed for use by service users, partner organisations or potential providers. They were published on the 5th October 2011 and were made available until the 28th December 2011, ensuring compliance with the various local authority voluntary sector compacts. Awareness of the consultation was achieved through a combination of general publicity; a drop in event in each Council area; emailing links to partners and writing to a number of past and present HIA clients. In addition Bath & North East Somerset also took the decision to make contact with a number of past and potential services users by telephone. Finally the proposal was taken to the Wellbeing Policy Development & Scrutiny Panel on the 18th November 2011 seeking their view.
- Over 3,000 survey responses were received from older people, disabled people and carers. Nearly 70 survey responses were received from other stakeholders such as voluntary groups, council staff, councillors and agencies. Ten written submissions were received including from Equality Bath & North East Somerset. In summary there is strong support for a sub-regional commissioning approach from stakeholders and providers. However, a large number of older people, disabled people and carers, the majority of whom are past or existing HIA clients do not want the current arrangements to change. Fewer numbers of older people, disabled people and carers, although still a large number, have no concerns about the proposals as long as the service continues to deliver the current high standards. In essence clients across the region have received a good service and they want that to remain. This reflects the high value that service users place in HIA services. It is therefore important that the proposed procurement process and contractual arrangements capture the qualities that service users value, select the most appropriate organisation and put in place robust mechanisms to address poor performance.

Rough Sleeper Count

- Housing Services have been working with the Bath Homelessness Partnership to reduce the number of people sleeping rough. The rough sleeper count carried out in November 2011 found 4 rough sleepers which is an improvement on previous estimates. The service that is provided to rough sleepers is going to be enhanced through a successful bid to the Homeless Transition Fund. 190 bids were submitted and the Julian House / Drug & Housing Initiative partnership bid, supported by the Homelessness Partnership were one of only 41 successful bids. The maximum funding of £250,000 was granted for the three year project which will develop an assertive outreach team to provide support to rough sleepers and those at risk of rough sleeping to initiate and sustain their use of crisis accommodation, whilst enabling them to make positive lifestyle changes in addressing health, addictions, offending and worklessness. The new service will target this with a focus on prevention, on-going support and the creation of sustainable pathways into independence.

Temporary Accommodation

- December 2011 saw a continued reduction in households in temporary accommodation, (twenty one), the lowest figure since May 2010. At the time of writing, and for the first time since February 2010, Housing Services do not have any households in Bed and Breakfast. This time last year there were thirty two households in temporary accommodation, with two households in bed and breakfast. The reduction has been achieved despite an increased demand for assistance from the Housing Options and Homelessness Team. Better homeless prevention and increased use of private sector housing have contributed to the continued reduction.

Part 2.

Major Projects & Development

2.1 Development & Regeneration

- **Somerdale**
 - Kraft have announced that Taylor Wimpey has been selected as their preferred developer for Somerdale. An initial meeting between officers, Taylor Wimpey and Kraft is scheduled for end January 2012.

- **Planning, Delivering & Financing the Future**
 - The Council has commissioned the “Planning & Financing the Future” (PaFF) project to gain a better understanding of the issues and constraints surrounding the delivery of development sites linked to a financial model which will assess the impact on the Council’s income and expenditure streams over time.
 - The project is a response to the new and emerging income streams available to local authorities such as New Homes Bonus (NHB), Tax Increment Finance (TIF), Community Infrastructure Levy (CIL) and the potential for retention of Business Rates which are linked to the delivery of housing and employment growth
 - The PaFF project will initially consist of a pilot study to develop a delivery and funding model based on the Bath City Riverside “City of Ideas” Enterprise Area. It is intended to complete the pilot study by the ends of January 2012.

- **Bath City Riverside - City of Ideas Enterprise Area**
 - In 2011 the West of England Local Enterprise Partnership (LEP) determined that Bristol Temple Quarter would be given a new designation as an Enterprise Zone. The LEP also agreed the establishment of 4 Enterprise Areas within the West of England. One of these is Bath City Riverside. This designation means that the area will be one of the first to benefit from some of the financial gains from business rate retention accrued from the Bristol Temple Quarter Enterprise Zone. A MoU between the Local Authorities is currently being prepared to articulate exactly how this will work.
 - Bath City Riverside is being used as a pilot project for the Planning Delivering & Financing the Future initiative to test the potential for rolling out the project across the whole of B&NES
 - Work has started to articulate the scope of the Bath City Riverside Enterprise Area. Key activities have been:
 - A study has been commissioned to identify options for the delivery of up-stream flood storage as part of a Strategic Flood Risk Management Strategy for the river corridor in Bath

- Work will begin on a Competitive Identity project with key members of the local business community to better promote the area as a business location. In addition the Council is about to award a contract to re-design the business facing website so that it promotes the district more effectively to businesses
- Within the Enterprise Area Bath Western Riverside phase 1 will deliver climate change adaptation through flood alleviation measures, sustainable transport routes and a district heat grid ready to use when the first homes are occupied in January 2012

• **London Road:**

- Following extensive recent local consultation on the issues and potential solutions for addressing problems in the London Road area, Council officers are now considering the activities which could form a Regeneration Action Plan, and the funding which is available / which may be necessary to take such activities forward.
- The Council owns the freehold of three buildings in the area – numbers 2, 3, and 4 Long Acre, which have the potential to contribute towards the wider regeneration of the vicinity.
- During July and August the Council invited Expressions of Interest from community groups and from the open market for numbers 3 and 4 Long Acre. Resources have been identified to develop an overall plan for the area, including initial ideas for the Long Acre properties.

• **MOD SITES:**

- The MOD have confirmed that, following the transfer of 1,700 – 2,000 staff currently based in Bath to Abbey Wood in South Gloucestershire, they will dispose of their three sites in Bath by March 2013. This will cover 33ha of land in total at Foxhill, Warminster Road and Ensleigh
- The MOD, in conjunction with the Council and the HCA, are preparing a Project Delivery Plan (PDP) which will cover :
 - Preparation and adoption of Concept Statements for each of the MOD sites
 - The marketing and disposal of the MOD sites
 - The relocation programme & procedures for Bath based MOD staff
- The PDP will be finalised and monitored through the Strategic Working Group between the MOD, Council and HCA. The Council is leading on the preparation of Concept Statements, which will include community consultation, with the intention of seeking their adoption by Council in July 2012.

- **Other Council projects:**

- **Radstock Infrastructure Project:**

- At the Cabinet meeting on 14th September members decided to postpone their decision on the TROs for the proposed highway improvements in Radstock. Cabinet asked highway officers to review the objections to the TROs, look again at the traffic data and, in the light of this information and the many changes that have been suggested to the current proposal, see if the scheme can be further amended to maintain traffic flows and pedestrian movements through the town.
- Highways have undertaken further public consultation on revised TROs and a Cabinet decision is scheduled for 11 January 2012.

- **River Group**

- The River Corridor Group was initiated by the Council as an independent group in 2010 following a Better Bath Forum debate in July 2010. The purpose of the group is to:
'advise the Council over a period of years on changing the present situation of the Bath Avon river corridor within the Council's area from making no or even a negative contribution to the economy, to one with a wide ranging, positive, sustainable and regenerative contribution.' (River Corridor Group – Heads of Terms, 2010)
- The River Corridor Group has now been operating for over 12 months and has produced the report *Bath Avon River Economy (2011)* that evaluates the river economy, identifies potential improvements and outlines recommendations.
- Following the publication of *Bath Avon River Economy (2011)*, the Council will need to respond to the River Corridor Group under the direction of the Strategic Director of Major Projects following the agreed rating of the recommendations.
- The River Corridor Group is currently proposing to form as a Trust. This will confirm the group as an organisation and a stakeholder of the river (The Trust will be separate to that of the Council and will act as an organisation to co-ordinate some of their recommendations).

- **Flood Mitigation-**

- In 2010 the Council commissioned a Flood Risk Management Strategy report which identified the provision of upstream flood water storage, combined with on-site flood defences, as the strategic solution to facilitate development of sites in the river corridor in Bath
- A Bath Compensatory Storage Study has been commissioned which is being undertaken in conjunction with the Environment Agency. The stage 1 report investigated eight potential sites along the river corridor east of Bath for the provision of flood storage and recommended three sites, at Kensington Meadows, Mill Lane Bathampton and at Bathford, for further technical investigation. This work is being undertaken as part of stage 2 of the study. The results will be the subject of consultation prior to the development of detailed scheme proposals.

2.2 Council Direct Projects

- **Keynsham New Build & Regeneration**
 - Project remains on programme and budget
 - Following the December cabinet approval the project is progressing with the submission of the planning application and appointment of the Construction Delivery Partner
 - The Construction Delivery Partner has now been appointed for stage 1 of the project following the OJEU procurement process
 - The Public Consultation Feedback took place in December 2011.
 - The Highways consultation will take place in January 2012
 - Planning application to be submitted in February 2012.

- **Norton Radstock Public Infrastructure**
 - Highways have prepared an alternative design solution following comments received during the TRO consultation
 - A series of consultation events on the revised scheme took place in December 2011
 - A revised report to open cabinet was issued in January 2012 setting out the revised TRO scheme.

- **Southgate**
 - Station works have commenced and are to be delivered in 2 parts:
 - **Initial works:** Lift & Toilets
 - **Remaining works:** Excavation of ramp commenced 14th November 2011 & completion of station environment including refurbishment of vaults works has commenced.
 - Tenants are coming forward for occupation of restaurant spaces.

- **Public Realm**

- **Preparatory Projects -City Info, Street Furniture & Pattern book**

- Alterations have been instructed to Monoliths, installation commence March 2012.
- Pre-Qualification Questionnaire stage for Street Furniture – Tender documents are complete and due to be reviewed.
- Pattern Book is currently with Fwd designers and will be reviewed at the next Steering Group meeting. Design appointments expected in the new year

- **Transforming Spaces, High Street, Union/Stall St, Street Furniture**

- High Street procurement to commence January 2012.
- Construction works due to commence May 2012.
- Planned completion August 2012.

- **Children's Services**

- **Primary Capital Programme (Batheaston)**

- The school is now completed and occupied.

- **Primary Capital Programme (Midsomer Norton)**

- Phase 3 complete and school in occupation
- Phase 4, demolition phase on-going.

- **Primary Capital Programme (Weston all Saints Primary)**

- School is complete.

- **Ralph Allen School Applied Learning Centre and all weather pitch (RAS) (ALC)**
 - A full planning application was submitted at the beginning of December 2011.
 - Design team working towards completion of the designs for tender package.
 - Currently preparing for procurement of the main contractor.

- **Wellsway Sports Centre**
 - School is on programme.
 - Planning permission has been received 1st November 2011.
 - Contract Documents have been checked by Cowlins and were signed w/c 5th December 2011.
 - Cowlin have started with site setup this week which is 1 week ahead of Accepted Programme.
 - First progress meeting took place 20th December 2011.
 - Councillors will be contacted regarding a Turf cutting ceremony in January 2012
 - Completion Date due end September 2012

- **Oldfield School Bath**
 - School is on programme.
 - Planning consent was granted 28th September 2011.
 - Main Contractor awarded 7th October to E R Hemmings

- **Radstock Schools**
 - **St Nicks**
 - School completed.

- **Trinity**
 - School completed during October 2011 Half Term ahead of programme
 - School not in a position to move Early Years back in- looking to complete within the New Year 2012.

- **BWR**
 - **Residential element** is on programme and not critical to any programme delay.
 - **Phase 1b**
 - All affordable units have been handed over to Somer.
 - First tenants have taken occupation w/c 21st November 2011
 - Marketing to commence & Occupations expected in the New Year 2012

 - **Phase 2**
 - Occupation due 2013.

 - **Main scheme**
 - Currently behind on programme due to the works to Victoria Bridge. Morrison's are increasing resources should there be infrastructure delays.
 - A proposal is expected to come to B&NES at a later date.

- **Victoria Bridge**
 - The installation of the temporary works to secure the bridge was completed prior to Christmas as programmed.
 - **Permanent works**
 - Design commence January 2012
 - Works due for completion Autumn 2013

- **Bath Transport Package**

- Wednesday 14th December, the Secretary of State has announced decisions on the remaining 25 Development Pool schemes not already announced last month as part of the Chancellor's Autumn Statement.
- Amongst these is the Bath Transportation Package and it has been decided that funding will be provided for this scheme.
- The announcement thereby confirms Programme Entry for the revised scheme.
- This should allow the Authority to complete any remaining legal and procurement processes (but not enter into contractual or other legal commitments for the construction of the scheme) following which a request for Full Approval can be made.
- Procurement is on-going and on target to submit for Full Approval in May 2012.

Bath & North East Somerset Council		
MEETING:	Housing & Major Projects Policy Development & Scrutiny Panel	
MEETING DATE:	31 January 2012	AGENDA ITEM NUMBER
TITLE:	Service Action Plan	
WARD:	ALL	
AN OPEN PUBLIC ITEM		
List of attachments to this report:		
<ul style="list-style-type: none"> • Service Action Plan for Development and Major Projects • Equality Impact Assessment 		

THE ISSUE

The Service Action Plan for Development & Major Projects is presented to the Panel for its consideration.

- To enable issues to be highlighted for consideration by Cabinet in February as part of the annual budget setting process.
- To enable issues to be referred to the relevant portfolio holder in advance of Cabinet's consideration of the overall budget.

It should be noted that there is a special meeting of the Resources Policy Development & Scrutiny Panel on 6th February, at which time it is intended to take an overview of all of the comments that have been submitted by each of the Policy Development & Scrutiny Panels. This will be the final opportunity for the Resources Policy Development & Scrutiny Panel to highlight issues and options for Cabinet.

At all times it is crucial to apply financial rigour to the Service and Resource Planning process. This means that where Panels identify aspirations to increase activity or expenditure they need to be clear about how such a change will be resourced and, in particular, to identify compensating savings or sources of finance.

An issue of increasing profile is that of equality impact assessments. It is essential that equities issues are properly considered as part of the decision making process and the Panel is encouraged to review this aspect of the proposed budget and service changes.

RECOMMENDATION

The Housing and Major Projects Policy Development & Scrutiny Panel is recommended to:

Comment on the Service Action Plan, taking into account the matters referred to above.

Identify any issues requiring further consideration at the special meeting of the Resources Policy Development & Scrutiny Panel on 6th February and subsequently by Cabinet in February as part of the annual Service Action Planning and Budget process.

Identify any issues arising from the draft Service Action Plan it wishes to refer to the relevant portfolio holder for further consideration in advance of the Cabinet meeting in February.

FINANCIAL IMPLICATIONS

The financial context for Service Planning was set out in the Medium Term Plan reports to the November meetings of Policy Development & Scrutiny Panels. The draft Service Action Plans are in line with the Medium Term Plans and the budget limits used to compile those plans. There has been a move away from simply using departmental cash limits so that special factors, such as the transition within the local education authority role, demands on social care, the Change Programme etc., could be properly taken into account.

The financial climate for Local Government and the public sector has deteriorated rapidly as a result of the recession and its impact on Government debt. The Chancellor's Autumn Statement made it clear that the cuts will continue for the foreseeable future and beyond the existing comprehensive spending review period. 2012/13 is the second year in a two year national settlement for Local Government. 2013/14 will see a new financial regime and some return of Business Rates for local use.

The Local Government grant figures for the 2012/13 settlement have since been confirmed, albeit in draft. The consultation about changes in funding for academies (to so called 'top slice' from local authorities) has been put back, as has the implementation of recovery of land use planning costs. Council Tax grant will be payable to local authorities with a Council Tax increase of 0% to cover the equivalent of a 2.5% increase. Those that increase Council Tax above 3.5% will be subject to a local referendum. Government has advocated pay constraint in the public sector and their restrictions are in line with assumptions already made in the Council's Medium Term Plan. The various proposed changes to pensions have no impact in the short term. Other adjustments will be set out in the annual budget report but these are not expected to affect the interim conclusions in the various Medium Term Plans.

Business Rates will increase by 5.6% but the Council simply collects this on behalf of central Government and even when the new system comes in during 2013/14 the rate will be set nationally.

THE REPORT

This report forms part of the Service and Resource Planning process. The next steps include:

- Policy Development & Scrutiny meetings - review of Service Action Plans at all January meetings.
- Resources Policy Development & Scrutiny Panel takes overview of PDS comments – 6th February 2012
- Cabinet recommendations to Council to enable budget setting - 8th February 2012 cabinet meeting
- Council approval of budget - 14th February 2011

There is a reserve date for Council to reconsider the budget if there are any major amendments which cannot be dealt with on 14th February. The reserve date is 23rd February.

At its meeting in February the Cabinet will consider:

- The draft annual budget report so that recommendations can be made to Council
- New Vision and Values for the Council to be incorporated into a revised Corporate Plan in spring 2012.

The Medium Term Service & Resource Plans and annual Service Action Plans will be important background documents as will the various equalities impact assessments

Each Service Action Plan contains commitments for the year ahead. Those commitments support the Medium Term Plans which aim to cover the next three years, albeit that the uncertainty about the funding of years 2 & 3 has meant that only a direction of travel could be indicated for future years.

Service Action Plans and Medium Term Service & Resource Plans will be ratified by the February meeting of Council but will not be presented to the meeting of Council. They will be a relevant background paper. With that in mind it is timely for Policy Development & Scrutiny Panels to consider matters that need highlighting and to raise such matters with portfolio holders in advance of the February Cabinet meeting.

Issues highlighted by Policy Development & Scrutiny Panels will be collated and summarised for the Resources Policy Development & Scrutiny Panel meeting on 6th February. This information will also be included with the papers presented to both Cabinet and Council when the budget is considered.

RISK MANAGEMENT

A risk assessment of the Council's budgets and reserves will be contained in the final budget papers to be presented to Cabinet and Council in February.

EQUALITIES

Service Action Plans contain relevant references to equalities. An important consideration for the Panel is whether those Service Action Plans contain the right actions to help mitigate equalities issues arising from those plans.

The associated equalities impact assessments are published on the Council website and a copy is provided as an appendix to this paper for Panel members. To be lawful the decision making process needs to take into account equalities issues.

CONSULTATION

The corporate implications of this report have been considered by Strategic Directors Group (SDG), including the Section 151 Finance Officer; Chief Executive and Monitoring Officer.

Further consultation has taken place as part of the previous Corporate Plan and Sustainable Community Strategy processes. Members of the Council are being consulted about the emerging new Vision and Values.

A Budget Fair was run in October 2011 to receive comments on the emerging budget plans. Separate consultation is also being arranged for the local business community.

ISSUES TO CONSIDER IN REACHING THE DECISION

All the following issues are relevant to Service Action Planning: *Social Inclusion; Customer Focus; Sustainability; Human Resources; Property; Young People; Human Rights; Corporate Plan; Health & Safety; Impact on Staff; the Legal Considerations.*

ADVICE SOUGHT

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

Contact person	<i>John Betty, Strategic Director, Development and Major Projects – telephone 01225 477500</i>
Background papers	<i>Medium Term Service and Resource Plan as submitted to November meetings of Policy Development & Scrutiny Panels.</i>
Please contact the report author if you need to access this report in an alternative format	

Development & Major Projects

Service Action Plan

2012/13

This plan is an active document that will be reported against every six months via the Service Delivery Programme performance report. All staff that are part of the Service should have an opportunity to contribute to its creation and any new staff joining the Service should be made aware of this document as part of their induction.

Introduction

Divisional Director	Derek Quilter
Lead Portfolio Holder	Cllr Cherry Beath
Staffing Establishment (2012/13)	23

Scope of Service (size, proportions and activities)

Key Objectives of Service :

- 1) To lead, develop and deliver the Council's development agenda
- 2) Deliver projects that contribute to the cultural, economic and built environments of the Districts unique places.
- 3) To deliver homes to meet the needs of an expanding economy.
- 4) To support job creation, with an emphasis on high value jobs in key sectors, as a means of increasing the overall size, productivity and diversity of the B&NES economy.
- 5) To ensure economic interventions benefit the life chances and improved health of all B&NES residents.
- 6) To ensure that economic activities contribute to reducing carbon dioxide emissions in line with national and local targets.
- 7) To deliver the Council's ambitions in a cost effective manner through strong commercial management of its procurement and commissioning.
- 8) Delivery of the Councils capital programme in a cost effective way and on time through excellence in project management.
- 9) To support the Council on programme management of major (non physical) projects, for example, in supporting the move to a Core Council model as agreed by Council in November 2010.
- 10) To represent the Council in the West Of England sub-regional Economic &Skills agenda through the LEP and other forums.

Management Structure of Service

John Betty
Strategic Director

John Wilkinson
Economic
Enterprise &
Business Manager

Derek Quilter
Divisional Director
Project
Management

David Bone
Operations
Manager
Development

Budget, Systems and Control – Derek Quilter

Customer Profile

Outline who your main customers are, e.g., service users, residents, other council services, officers, members, partners etc

- Other Council Services (clients for our project delivery service)
- Businesses located in B&NES (clients for our Economy, Enterprise & Business Development service)
- Businesses considering relocation or start-up in B&NES (clients for our Economy, Enterprise & Business Development service)
- Commercial and residential developers (advice from our Development & Regeneration service)
- Residents and members in relation to their interests or enquiries on all of the above

Are there any specific customer needs that require your service to change?

None identified

Service Delivery

Planned improvements to service delivery in 2012/13

Increased focus on Development Delivery.

Areas of the Service that are to be stopped or reduced in 2012/13 (due to budget pressures / change in focus etc)

Workforce Skills function, budget and resources transferred to People directorate as part of Council re-organisation.

External influences / pressures that could impact on service delivery during 2012/13 (excluding budget pressures)

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

- Cuts in public expenditure – this is the second year of the 2010 Government Comprehensive Spending Review – savings have been ‘front loaded’ and are very challenging
- Changes in Government legislation, regulations and guidance – there are some simplifications and some new scope for local

decision making but at the same time radical and demanding changes such as Localism, Planning Reform, new grant funding to support local government (less money and less types of grant), consultation on the return of business rates to local government, new benefits system (the Work Programme, Universal Credits and Council Tax Benefits), Incentives for Growth (New Homes Bonus, Regional Growth Fund, Growing Places Fund, Get Britain Building Fund , Local Enterprise Partnerships)

- Sustainable Community Strategy and Council Priorities – these are being reviewed by the new administration and will be considered by Council in February 2011.
- Council change programme – this remains a key driver for internal efficiencies and improvements in services to customers to target priorities and needs as well as initiatives to join up services between public agencies
- Increased priority upon Development Delivery / Formation of the LEP / Enterprise Zone and Areas
- Future Council agenda and corporate responsibilities.

Specifically related to Development & Major Projects are:

- The need to bring forward Housing Delivery in line with the Core Strategy
- The requirement to initiate development to create growth
- Formation and promoting of the B&NES Enterprise Area
- Bring forward appropriate development in Keynsham and the Somer Valley
- The formation of the West of England (WEP) Local Enterprise Partnership (LEP) and the B&NES Enterprise Area
- The aspiration to develop the digital and creative industries
- The need to facilitate the creation of jobs to address worklessness, particularly among young people
- Delivery of the capital programme and promotion of the council's project management system and demonstrate best practice.
- Increased priority of Housing Delivery (Especially affordable housing)

Service Costs

Explanation of Service costs (including areas of high spend and growth / investment)

The budget is a net budget. Officers working on capital schemes charge their time to these projects. The main revenue cost is

employment costs for the directorate staff.

Value for Money improvements - planned efficiencies / savings to be made during 2012/13

To achieve the savings for 12/13 D&MP the following changes to the workforce will be made:

- In total about 3 posts including current vacancies are being removed across the directorate in 2011/12 to achieve the savings in this plan, ready for the start of the 2012/13 financial year.

Summary from Medium Term Service & Resource Plan[\(add hyperlink to relevant web page for more detailed information\)](#)

MTS&RP Items	2011/12 (for comparison) £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Opening Budget	1912	1586	1461	1366
Removal of one-offs	-27	0		
Service Proposed Base Reductions to Balance Budgets	-580	-218	-115	-96
Service Proposed Growth	330	93	20	20
Proposed Base Budget	1635	1461		
Target Budget	1635			
Deficit / (Surplus)	0			
Additional Stretch Reductions	0			
In Year Adjustments	-49			
Proposed Overall Budget	1586	1461	1366	1290

Workforce Planning

Organisational Development: Implementation of 'future organisational model':

The Directorate operates as Intelligent Client for the procurement of a range of capital and revenue commissions using the best practice procurement policies of the Authority.

Leadership and Management Development:

- The Directorate will develop a training and development plan following the 2012 Performance Development Reviews of its staff.

Skills & Competencies

- The areas of leadership development and specific service skills will be agreed with individual staff prior to setting the training plan for 2012/13

Recruitment & Retention

No specific issues

Identified needs that cannot be addressed at service level/may be more difficult to address at this level

An assessment of the Directorate workload and priorities has been undertaken to understand the likely emerging changes of demand for employee skills and staff numbers. This indicates a shifting emphasis in demand for skills is emerging, broadly as outlined below.

Staff numbers

Estimated projections for Directorate core employed staff numbers over next 5 years:

	<i>Base Level 10/11</i>	<i>11/12</i>	<i>12/13</i>	<i>Up to 5 years time</i>
<i>Core staff:FTE</i>	34	26	23	Circa 20

By 12/13 the Directorate will achieve a staff reduction of 32% as a result of efficiencies and reducing or stopping some activities from the base level of 10/11. Further reductions will be required in 13/14 and 14/15 to achieve the target savings however in 11/12 the Directorate has taken on the following additional responsibilities of:

- Housing Delivery**
- LEP Interface**
- Enterprise Area**

The Directorate has been able to meet this additional demand by the use of flexible / task related specialist resources.

To achieve the savings for 12/13 D&MP the following changes to the workforce will be made:

- In total 3 posts including current vacancies are being removed across the directorate in 2011/12 to achieve the savings in this plan, ready for the start of the 2012/13 financial year.
- As a result of reviewing vacancies, flexible arrangements including the use of agency staff, changes to working hours, early planning and good consultation the number of compulsory redundancies in 2011/12 will be very low.

Staff will benefit from bespoke training and development associated with their changing roles as agreed in the annual Personal Development Reviews (PDR). Staff will also be helped to achieve greater skills to equip them to compete for internal and external roles in anticipation of staff reductions within the department.

Middle managers are benefiting from the development programme designed for them based on the needs arising from the change programme, not least strong and effective leadership during a period of change and staff reductions. Coaching will also be provided.

Change coaches will continue to facilitate and support change in each Division.

Divisional Directors will benefit from continuing leadership development and one to one coaching.

Some of the new/stronger skills requirements are associated with:

- Business planning and financial awareness
- Lean systems thinking as a means of reducing waste in systems and helping improve customer experience whilst increasingly focusing on high priority needs
- ICT Systems training where new IT is implemented such as Agresso finance systems upgrade, e-procurement, & changes to customer relationship management.
- Commissioning skills especially for staff in core roles associated with all the services including strategic roles, assessment of need, consultation, intelligence and research, procurement, community engagement and partnership working.

A review of the use of IT will be undertaken to investigate how this can support the additional workload of the growing Directorate agenda and the resultant complexities of communications.

The reduction in the size of the department will also require Divisional Directors to look closely at other delivery models for their services and to further develop the relevant HR skills to manage redundancies, redeployment and transfers of staff.

The strong position of the Departments' financial management should enable a planned and phased approach to be adopted.

Each service has reviewed its staff profiles to facilitate the above changes. Early retirements will facilitate some of the changes subject to affordability. Flexible retirements and other flexible employment options will be considered. Some compulsory redundancies will probably be necessary but early planning will be used to keep these to a minimum. Staff structures will be reviewed to ensure the core/commissioning roles in the current Departments are clearly defined.

To achieve the necessary changes there will need to be the right programme management in place. The first moves to facilitate change are:

- Appointing change programme managers and setting up project teams for each strand of change activity in the department and to ensure these strands link to the overall corporate change programme
- Use consultancy support only where skills or experience is missing and external support is needed to bring about rapid and effective change – the lean review in Housing Benefits is an example of this approach. The PWC diagnostic was another example. In both cases the approach has been to develop skills in Council staff.
- Restrict recruitment when posts become vacant (a managed recruitment freeze with each vacant post being

carefully reviewed before being filled or deleted, and where filled increasingly this will be on a temporary basis with appropriate use of redeployment).

- Designing in more detail the workforce requirements of each Division over the next 3 years to reflect the principles set out herein. Some management re-organisations will be required.

The commitment to equalities will remain as these changes are progressed with the Departments continuing to build on recent improvements in its approach to equalities. Major changes will be properly impact assessed. Worker groups will also be properly involved.

Equalities

We are committed to the Council's core value of ensuring there is equality of opportunity through employment and service delivery. We are committed to promoting equality and eliminating discrimination on the grounds of age, disability, faith/religion or belief, gender including transgender, marital / civil partnership status, race, colour, ethnic or national origin and sexual orientation. Equality Impact Assessments (EIA) are carried out on all service changes and actions to mitigate impacts.

Please follow the link to the appropriate EIA . [equality impact assessment: financial plan](#)

Key Service Priorities 2012/13

It is important to show how each service priority links to the new Corporate Plan, in particular the four strategic objectives and high level outcomes set out in the table below. At the end of each priority, services **must** indicate whether it will contribute to an objective and add the reference letter for each outcome it will help to deliver.

Objectives	Outcomes	Ref
1. Promoting independence and positive lives for	Children and young people enjoy their childhood and are prepared for adult life.	A
	Schools develop and extend their role in the local community	B

everyone	Youth Service works with the community to provide opportunities to support and develop young people	C
	Older people are supported to live independently.	D
	The people most in need are supported to live full active lives.	E
2. Creating neighbourhoods where people are proud to live	Where people feel safe	A
	There are decent affordable homes in private and social sector	B
	Clean streets and open spaces	C
	Where people are able to travel easily with reduced traffic congestion and pollution	D
	Where local people actively lead the delivery of improvements in their community	E
	Where there are opportunities to participate in sports, leisure and cultural activities	F
3. Building a stronger economy	With a broad range of job and employment opportunities	A
	With a strong local business sector, tourism, and local shopping	B
	Key development sites are delivered to increase the number of local businesses.	C
	A diverse economy with growth in the low carbon, knowledge creative, and ICT industries	D
4. Developing resilient communities	Where local people have developed their skills and use them to improve their community	A
	Where decisions are made as locally as possible	B
	Where there is easy access to public services and local amenities.	C
	Communities have adapted to changes in our climate and are not dependent on high carbon energy	D
	Recycling and reduction in waste continues to be extended	E

Priority 1:

Details of Service Priority	To support job creation, with an emphasis on high value jobs in key sectors, as a means of increasing the overall size, productivity and diversity of the B&NES economy.
Impact on local community	The creation of additional jobs in the economy from new start ups, growing businesses and re-locations

Groups of service users affected		
Key Activities (add more lines as appropriate)	Timescales	Performance Measures
Support B&NES key sector networks and initiatives	March 2013	Provide 15 sector networking events within B&NES
Develop a concept and implement a Technology Hub in Bath to support our creative industries	September 2012	Technology Hub operational
Manage quarterly meetings of the B&NES Economic Partnership and deliver an annual business conference	Quarterly	Number of meetings held
Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:		
Strategic Objective	Contributes – Y/N?	Relevant Outcomes
1. Promoting independence and positive lives for everyone	Y	E
2. Creating neighbourhoods where people are proud to live	Y	E
3. Building a stronger economy	Y	A, B, C, D
4. Developing resilient communities	Y	A

Priority 2:

Details of Service Priority	Support businesses to start and grow across the District
Impact on local community	The creation of additional jobs in the economy from new start ups, growing businesses and re-locations
Groups of service users affected	

Key Activities	Timescales	Performance Measures
Provide business advice via a start-up service delivered through a Service Level Agreement	March 2013	Support 970 local businesses
Develop a local economic action plans for Radstock and Westfield and Midsomer Norton	March 2013	Plans submitted
Deliver a clearly articulated vision for a long term sustainable creative hub in Bath	July 2012	Report submitted to cabinet
Provide regular information updates to key businesses	Quarterly	4 bulletins a year issued
Officer visits to local businesses in B&NES to address their needs	March 2013	50 business visits
Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:		
Strategic Objective	Contributes – Y/N?	Relevant Outcomes
1. Promoting independence and positive lives for everyone	Y	E
2. Creating neighbourhoods where people are proud to live	Y	E
3. Building a stronger economy	Y	A, B, C, D
4. Developing resilient communities	Y	A

Priority 3:

Details of Service Priority	To provide economic intelligence that will inform decisions so that economic regeneration interventions benefit the life chances and improved health of all B&NES residents.
Impact on local community	Ensure that Council services can respond to economic challenges that arise
Groups of service users affected	

Key Activities	Timescales	Performance Measures
Develop our relationships with key University departments with relevance to economic regeneration	March 2013	2 student placements working with the EEB team
Provide economic analysis of the impact of key council projects as requested	March 2013	2 economic studies published
Maintain a quarterly and annual economic wellbeing report, based on the Economic Strategy targets	Quarterly	Quarterly reports published
Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:		
Strategic Objective	Contributes – Y/N?	Relevant Outcomes
1. Promoting independence and positive lives for everyone	N	
2. Creating neighbourhoods where people are proud to live	Y	E
3. Building a stronger economy	Y	A, B, D
4. Developing resilient communities	Y	A, B

Priority 4:

Details of Service Priority	To deliver homes to meet the needs of an expanding economy.
Impact on local community	Developing sustainable communities where people are proud to live and work.
Groups of service users affected	

Key Activities	Timescales	Performance Measures
Deliver the approved highways scheme that will enable the development of the NRR scheme	October 2012	Completion of highway works
Carry out the joint procurement of the next phase of the BWR Infrastructure works that will allow the next phase of the housing delivery	December 2012	Procurement of the phase 2 Infrastructure works
Work with the owners and appointed Developers for the Somerdale Redevelopment to bring forward an outline planning application	December 12	Outline planning application submitted
Arrange a promotional event to demonstrate to the Industry that B&NES is a place where housing development will take place	September 12	Event delivered
Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:		
Strategic Objective	Contributes – Y/N?	Relevant Outcomes
1. Promoting independence and positive lives for everyone	N	
2. Creating neighbourhoods where people are proud to live	Y	A,B,D,E
3. Building a stronger economy	Y	A,B,C,D
4. Developing resilient communities	Y	B,C,D

Priority 5:

Details of Service Priority	Deliver development projects that contribute to the cultural, economic and built environments of the Districts unique places.
Impact on local community	Vibrant and sustainable communities where people want to live and work

Groups of service users affected			
Key Activities		Timescales	Performance Measures
Hold a series of public events that promotes B&NES development opportunities to both public and potential developers		December 12	Events competed
Create the Bath Enterprise Area which will enable the development of key employment sites		March 13	Enterprise Area established
Completion of the Southgate Redevelopment Project		March 13	Project completion
Implement the agreed scheme for the London Road Regeneration project		September 12	Works commenced on site
Develop and publish marketing materials for the Bath City Riverside Enterprise Area		June 2012	Suite of marketing materials developed and in place
Progress the Keynsham Regeneration project to a successful planning application and commence work on site		September 2012	Work commenced on site
Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:			
Strategic Objective		Contributes – Y/N?	Relevant Outcomes
1. Promoting independence and positive lives for everyone		Y	D
2. Creating neighbourhoods where people are proud to live		Y	B,C,D,E
3. Building a stronger economy		Y	A,B,C,D
4. Developing resilient communities		Y	A,B,C,D

Priority 6:

Details of Service Priority	Delivery of the Councils capital programme in a cost effective way and on time through excellence in project management
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Impact on local community	Capital projects delivered on time and budget providing value for money for the residence of B&NES		
Groups of service users affected			
Key Activities	Timescales	Performance Measures	
Achieve full programme entry for the Bath Transportation Package and commence implementation	July 2012	Project implementation commenced	
Complete the Oldfield Sports Hall Project to the agreed budget	September 2012	Project Completion	
Complete the Wellsway Sports Hall to the agreed budget	December 2012	Project Completion	
Develop a detailed planning application for the agreed option for the Flood Compensation Storage scheme for Bath	December 2012	Planning application submitted	
Implementation of the High Street public realm improvements	December 2012	Project Completion	
Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:			
Strategic Objective	Contributes – Y/N?	Relevant Outcomes	
5. Promoting independence and positive lives for everyone	Y	A,B,D	
6. Creating neighbourhoods where people are proud to live	Y	C,D,E,F	
7. Building a stronger economy	Y	A,B,C,D	
8. Developing resilient communities	Y	B,C,D	
Appendix 1 – Key Performance Measures and Targets 2012/13			

Service Priority no	Key Measure(s)	2012/13 Target(s)	Strategic Objective(s)	Outcomes(s)
	NI 154 – Homes Provided	TBC	Housing Delivery	

	NI155 – Affordable Homes Provided	TBC	Housing Delivery	
2	Business assisted – through Council SLA's	970	Supports Priority 2	
2	Business enquiries – phone or web based	120	Supports Priority 2	
2	Desk space/incubation space created	2000 ft2	Supports Priority 2	

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Appendix - Equality impact assessment for financial plans

Financial Plan	Service Action Plan 2012-13
Name of directorate and service	Development & Major Projects
Name and role of officers completing the EIA	David Langman – Directorate Services Manager
Date of assessment	22 Dec 2011

This Equality Impact Assessment (EAI) is used to systematically analyse a financial plan to identify what impact or likely impact it will have on different groups within the community. It should identify any discriminatory or negative consequences for a particular group or sector of the community but will also highlight beneficial impacts.

It is intended that this is used as a working document throughout the EIA process, with a final version including the action plan section being published on the Council's and NHS Bath and North East Somerset's websites.

1. Identify the scope of the financial plan		
	Key questions	Answers / Notes
1.1	<p>Briefly describe the aims of the financial plan including</p> <ul style="list-style-type: none"> • How the financial plan is delivered and by whom • If responsibility for its implementation is shared with other services or organisations • Intended outcomes 	<p>The purpose of the Service Action Plan document is:</p> <ul style="list-style-type: none"> • To facilitate the delivery of the Services responsibility within the Council's Corporate Plan and Bath & North East Somerset's Community Strategy and to achieve established policy priorities • To ensure maximum economy, efficiency and effectiveness in the use of financial resources • To ensure the sustainability of the Council's budget in the medium term • To facilitate proactive, strategic management of the Council's budget • To guarantee responsiveness to an ever-changing and uncertain financial climate
1.2	<p>Provide brief details of the scope of the financial plan being reviewed, for example:</p> <ul style="list-style-type: none"> • Is it a new financial or review of an existing one? • Is it a national or legislative requirement? • How much room for review is there? 	<p>The Plan defines the key objectives of the Service for the 2012-13 financial year :</p> <ol style="list-style-type: none"> 1) To support job creation, with an emphasis on high value jobs in key sectors, as a means of increasing the overall size, productivity and diversity of the B&NES economy. 2) To ensure economic regeneration interventions benefit the life chances and improved health of all B&NES residents.

		<p>3) To ensure that economic regeneration activities contribute to reducing carbon dioxide emissions in line with national and local targets.</p> <p>4) To deliver homes to meet the needs of an expanding economy.</p> <p>5) Deliver projects that contribute to the cultural, economic and built environments of the Districts unique places.</p> <p>6) To deliver the Council's ambitions in a cost effective manner through strong commercial management of its procurement and commissioning.</p> <p>7) Delivery of the Councils capital programme in a cost effective way and on time through excellence in project management.</p> <p>8) To support the Council on programme management of major (non physical) projects, for example, in supporting the move to a Core Council model as agreed by Council in November 2010.</p> <p>9) To represent the Council in the West Of England sub-regional Economic & Skills agenda through the LEP and other forums.</p>
1.3	Do the aims of the financial plan conflict with any other financial plan or service activity of the Council or Partnership?	<p>No, in fact they aim to positively encourage cross-service corporate activity, e.g.</p> <ul style="list-style-type: none"> • Establishment of Housing Delivery Group – co-ordinating the Council's total approach to new homes delivery including affordable homes and social issues relating to housing by involvement of Housing Services & Planning Services. • Transferring the responsibility for skills (and developing a plan in partnership with learning and training providers locally to ensure the District's workforce is equipped with skills for the future) to the Children Services Divisional Director of Skills & Employability.
1.4	What steps have you taken to ensure your financial plan does not <i>inadvertently</i> affect another service?	<p>Draft plans co-ordinated and shared via Divisional Directors Group.</p> <p>Provisional budget proposals for 2012/13 discussed at Strategic Directors Group and with Cabinet.</p> <p>Council Budget Fair with invited stakeholders, 31 October 2011.</p> <p>Open public papers and discussion at H&MP PD&S panel meeting; 15th Nov 2011 (MTRP) & 31st Jan 2012 (SAP). Also at E&CD PD&S Panel meeting on 19th Jan</p>

2. Consideration of available data, research and information

You need to show that you have made decisions based on evidence. Monitoring data and other information can help you analyse whether you are developing fair financial proposals: a decision which is informed by relevant local and national data about equality is a better quality decision. Please consider the availability of the following as potential evidence:

- Demographic data and other statistics, including census findings
- Recent research findings
- Results from recent consultation or surveys
- Service user monitoring data (including ethnicity, gender, disability, religion/belief, sexual orientation and age)
- Information from relevant groups or agencies, for example trade unions and voluntary and community organisations
- Analysis of records of enquiries about your service, or complaints or compliments about them
- Recommendations of external inspections or audit reports

	Key questions	Data, research and information that you can refer to
2.1	What equality training have those who developed the financial plan received?	<ul style="list-style-type: none"> • General equalities awareness training • Training and practice undertaking EqIAs • Involvement in Corporate Equalities Group • Participation in I&DeA Corporate assessment • Involvement in Directorate Level Equalities Group (DLEG) meetings • Information sharing lunch to discuss good practice
2.2	What is the equality profile of the employees who will be affected by this financial plan? Are there any particular staffing issues? (e.g. high proportion of female workers etc)	No particular issues. The service reflects the local population, having a broad range of ages; male:female ratio is balanced; some minority ethnic representation, etc. – all within context of a very small service comprising just circa 26 employees.
2.3	If there are proposed staffing reductions: what are the potential knock-on effects of this on other service areas including other public	By 12/13 the Directorate will achieve a staff reduction of 32% as a result of efficiencies and reducing or stopping some activities from the base level of 10/11. Further reductions will be required in 13/14 and 14/15 to achieve the target

	<p>services where we collectively serve our citizens?</p>	<p>savings.</p> <ul style="list-style-type: none"> • In total about 3 posts are being removed across the directorate in 2011/12 to achieve the savings in this plan, ready for the start of the 2012/13 financial year. • As a result of reviewing vacancies, flexible arrangements including the use of agency staff, changes to working hours, early planning and good consultation the number of compulsory redundancies in 2011/12 will be very low. <p>The organisational review has been undertaken to deliver the priorities set out in the MTSRP from a zero based budget.</p> <p>Staffing reductions are being achieved through transfers to other Services or voluntary measures and are proportionate across age, male/female strands.</p> <p>The potential 'knock-on effects' are that the Directorate will have reduced capacity and will not be able to take on additional responsibilities that the Corporate Body may require without additional capacity.</p>
2.4	<p>What is the equality profile of service users who will be affected by this financial plan?</p>	<ul style="list-style-type: none"> • The age profile of B&NES is somewhat older than the national average, though we also have more people than expected in their early twenties due to the two universities. In ten years time, we estimate that people over age 85 will number around 6,800 in B&NES compared with 4,300 in 2007 – an increase of about 50%. • As this older age group grows, the younger age group will fall as a percentage of the total population, which has significant implications for the local economy and the business that operate here. • The area's ethnic make up is predominantly white: 94.5% British, Irish or other white compared to the English average of 88.7%.
2.5	<p>What do you know about service users' needs in relation to this service area? (e.g. results of customer satisfaction surveys, results of previous consultations)</p>	<p>Development & Major projects uses a variety of routes to take into account the needs and experiences of its internal project clients, local people, businesses and organisations. Service Planning is developed in collaboration with other services and delivery partners (such as Business West and The Initiative in B&NES (run by Bath Chamber of Commerce), Low Carbon Southwest, Creative Bath, Bath Spark, Federation of Small Businesses, Small Business Focus, Universities) using stakeholder events, exhibitions, consultations, etc. for particular service</p>

		groups or users. Formal consultation exercises are undertaken on areas of major change or on significant projects, (such as Public Realm and Street Furniture implementation projects) where specialist advice on equalities and access issues has also been sought. The combined results of the various strands of ongoing engagement has given the Directorate a clear picture of what people see as important:	
2.6	Are there any gaps in the data, research or information that is available? What additional information would assist you in developing your financial plan?	None identified	
2.7	What consultation have you carried out on your financial plan?	<ul style="list-style-type: none"> • Council Budget Fair, 31 Oct 2011 • Open public papers and discussion at H&MP PD&S panel meeting; 15th Nov 2011 (MTSRP) & 31st Jan 2012 (SAP). Also at E&CD PD&S Panel meeting on 19th Jan 2012 (SAP) 	
3. Assessment of impact			
	Based upon any data you have analysed, or the results of consultation or research, use the spaces below to list how the financial plan:		
	<ul style="list-style-type: none"> • Meets any particular needs of each of the equality groups or helps promote equality in some way. • Could have a negative or adverse impact for each of the equality groups 		
	Identify the impact / potential impact of the financial plan on	Examples of how the financial plan promotes equality	Examples of potential negative or adverse impact and what steps have been or could be taken to address this
3.1	Age – different age groups	<p>No adverse impact identified.</p> <p>Positive impact – Development & Major Projects is actively working with other Council Services (Housing, Planning) leading the Housing Advisory Group to interpret and align approaches</p>	

		to new Government housing policies such as New Homes Bonus, Affordable Housing targets, Affordable Rent products. Aim is to understand and align local community needs and bring forward housing development opportunities with developers, registered social landlords and Homes & Communities Agency. Age equalities relevance is the opportunity to influence development of 'whole lifetime' housing. Also relates to disability, rural communities & socio-economically disadvantaged.	
3.2	Disability – Disabled people (ensure consideration of a range of impairments including both physical and mental impairments)	<p>No adverse impact identified.</p> <p>Positive impact – Public Realm design & delivery of street layout, transport & street furniture improvement schemes. Disability equality relevance is the opportunity to improve access and movement around public realm spaces. Also relates to Age.</p> <p>Positive Impact - Our programme of Capital projects (e.g. new schools & sports facilities) positively improve access for disabled people construction of buildings to appropriate current design & access standards (e.g. DDA). Many of these facilities replace old facilities or create new alternative provision.</p> <p>Positive Impact – Keynsham Regeneration project has involved:</p>	

		<ol style="list-style-type: none"> 1. Community Focus Groups (inc. Equality B&NES representing disabled groups across the district) 2. Stakeholder consultation workshops (inc. invitations to all Equality Groups (corporate database maintained by Equalities Team), The Keynsham Network, and the Council's own Disabled Worker Challenge Group (for office design issues). 3. Public consultation – general public / user comments. 	
3.3	Gender – women and men	No impact identified.	
3.4	Gender identity - transgender people	No impact identified	
3.5	Race – People from black and minority ethnic groups	No impact identified	
3.6	Religion / belief – people of different religious/faith groups and those with no religion or belief	No impact identified	
3.7	Rural communities – people living in rural communities	No impact identified	
3.8	Sexual orientation - lesbian, gay, bisexual & heterosexual people	No impact identified	
3.9	Socio-economically disadvantaged – people who are disadvantaged due to factors like family background, educational attainment, neighbourhood and employment status	<p>Some potential impact on this group.</p> <p>Positive impact – by co-ordinating role with local businesses, colleges and universities to align workforce skills development needs of the local and regional economy, and in so doing:</p>	<p>Potential negative impact – Transferring the responsibility for skills (and developing a plan in partnership with learning and training providers locally to ensure the District's workforce is equipped with skills for the future) to the Children Services Divisional</p>

		<ul style="list-style-type: none"> • To ensure economic regeneration interventions benefit the life chances and improved health of all B&NES residents, and; • Support job creation with an emphasis on high value jobs in key sectors, as a means of increasing the overall size, productivity and diversity of the B&NES economy. 	<p>Director of Skills & Employability.</p> <p>We are working collaboratively with Children Services to mitigate and impacts and transfer skills. We expect to develop a relationship where D&MP retain the 'client' role responsibilities and Children Services pick up the 'supply' side.</p> <p>Also relates to Age (young people) inequality.</p>
4. Monitoring and review			
4.1	What arrangements have you put in place to monitor the <i>actual</i> effect of your financial plan following its implementation?	<ul style="list-style-type: none"> • Ongoing continuous dialogue and review with delivery partners (such as Business West) and stakeholders, particularly local businesses/employers. • Ongoing monitoring of key performance indicators, particularly those measuring economic performance of the area. 	

5. Bath and North East Somerset Council & NHS B&NES Equality Impact Assessment Improvement Plan

The outcome of this EIA will fall into one of four categories:

Please tick which is appropriate:

1	No major change required	✓
2	Adjustments to remove barriers identified by EIA or to better promote equality	
3	Continue despite having identified some potential for adverse impact or missed opportunities to promote equality	
4	Stop and rethink	

List actions below that you plan to take as a result of this EIA. These actions should be based upon the analysis of data, any gaps in the data you have identified, and any steps you will be taking to address any negative impacts or remove barriers. The actions

need to be built into your financial plan and future service planning framework. Actions/targets should be measurable, achievable, realistic and time framed. (Add rows as appropriate)

Issues identified	Actions required	Progress milestones	Officer responsible	By when
Transfer of responsibility for Skills to Children Services	Transfer knowledge & experience	Through Autumn/Winter 2011	JW	End Mar 12
Housing Delivery Group	Increase the role of the group in championing all aspects of housing need and focussing delivery accordingly. Appointment of Head of Development with responsibility for Housing Delivery.		JB	During 11/12 and into 12/13

5. Sign off and publishing

Once you have completed this form, it needs to be 'approved' by your Divisional Director or their nominated officer. Following this sign off, send a copy to the Equality Team (equality@bathnes.gov.uk), who will publish it on the Council's and/or NHS B&NES' website. Keep a copy for your own records.

Signed off by:

Derek Quilter (Divisional Director – Major Projects)

Date: 22 Dec 11

Bath & North East Somerset Council	
MEETING: HOUSING AND MAJOR PROJECTS POLICY DEVELOPMENT & SCRUTINY PANEL	
MEETING DATE:	31st January 2012
TITLE:	WORKPLAN FOR 2011/12
WARD:	All
AN OPEN PUBLIC ITEM	
List of attachments to this report:	
Appendix 1 – Panel Workplan	
Appendix 2 – Panel Targets & Priorities	

1 THE ISSUE

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

2 RECOMMENDATION

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

3 FINANCIAL IMPLICATIONS

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

4 THE REPORT

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

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

4.2 The workplan helps the Panel

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

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

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

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

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

5 RISK MANAGEMENT

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

6 EQUALITIES

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

7 CONSULTATION

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

8 ADVICE SOUGHT

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

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

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Housing and Major Projects Policy Development & Scrutiny Panel Workplan

Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
2nd Aug 2011	Major Projects Routine Report	JB	John Betty	Report		
	Housing Renewal Policy	AA	Graham Sabourn	Report		
	Cabinet Member Update			Verbal		
20th Sept 2011						
	Cabinet Member Update			Verbal		
	Housing & Major Projects Update	JB	John Betty / Graham Sabourn	Report		
	Delivering Sustainable Economic Growth in Bath and North East Somerset	JB	John Betty	Report		
15th Nov 2011						
	Cabinet Member Update			Verbal		
	Article 4 Direction	GC	Simon de Beer	Verbal		
	Medium Term Service & Resource Plans	JB	John Betty	Report		
	Housing & Major Projects Update	JB	John Betty / Graham Sabourn	Report		

Last updated 20th January 2012

Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
31st Jan 2012						
	Somer CHT Blueprint for the Future	AA	Victor da Cunha (Somer CX)	Verbal / Presentation		
	Cabinet Member Update			Verbal		
	Empty Property Policy Update	AA	Graham Sabourn	Report		
	Adult Social Care & Housing Service Action Plan	AA	Graham Sabourn / Jane Shayler	Report		
	Housing & Major Projects Update	JB	John Betty	Report		
	Development & Major Projects Service Action Plan	JB	Derek Quilter	Report		
27th March 2012						
	Cabinet Member Update			Verbal		
	Strategic Tenancy Policy & Housing Allocations (Localism Bill)	AA	Graham Sabourn	Report		
	House Condition Surveys (Private Sector Stock / HMO)					
	Housing Adaptations	AA				
	Housing Renewal Policy – Review					
	Housing & Major Projects Update	JB	John Betty	Report		
Future items						
	New Homes Bonus	JB				

Last updated 20th January 2012

Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
	Regeneration Development	JB				
	Planning for the Future – Financing the Future	JB				
	Enforcement of Housing Standards	AA				May 2012

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Panel Targets for 2015

Increase in Home Insulation

More Housing Units

More Affordable Housing

Cleansed Housing Waiting List

More Purpose Built Student Accommodation

Bring Empty Properties back into use

Land Availability

Land Unearned Value

Areas to explore

Banes Land Utilisation for Job Creation & Economic Underpinning

Housing Need

Options for meeting Housing Need

New Government Policy Framework (inc. Housing Benefit)

Housing Stock / Market

Greening

Student Housing

Housing / Economics

Registered Social Landlord Scrutiny

Community Infrastructure Levy / Section 106

Traveller Sites

B&NES Owned Land

Quality of HMOs / Licensing

Private Sector Licensing Scheme

Development & Major Projects

Keynsham (Somerdale & Town Centre)

Radstock / Midsomer Norton / Peasedown St John

London Road Regeneration

Bath Enterprise Zone

Bath Western Riverside

Policy Focus

Housing

New Homes Bonus

HMO / Private Sector Licensing