

Democratic Services

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Date: 2nd September 2014

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To: All Members of the Cabinet

Councillor Paul Crossley	Leader of the Council
Councillor David Dixon	Deputy Leader and Cabinet Member for Neighbourhoods
Councillor Simon Allen	Cabinet Member for Wellbeing
Councillor Tim Ball	Cabinet Member for Homes and Planning
Councillor David Bellotti	Cabinet Member for Community Resources
Councillor Caroline Roberts	Cabinet Member for Transport
Councillor Dine Romero	Cabinet Member for Early Years, Children and Youth
Councillor Ben Stevens	Cabinet Member for Sustainable Development

Chief Executive and other appropriate officers
Press and Public

Dear Member

Cabinet: Wednesday, 10th September, 2014

You are invited to attend a meeting of the **Cabinet**, to be held on **Wednesday, 10th September, 2014 at 6.30 pm** in the **Council Chamber - Guildhall, Bath**.

The agenda is set out overleaf.

Yours sincerely

Col Spring
for Chief Executive

The decisions taken at this meeting of the Cabinet are subject to the Council's call-in procedures. Within 5 clear working days of publication of decisions, at least 10 Councillors may signify in writing to the Chief Executive their wish for a decision to be called-in for review. If a decision is not called-in, it will be implemented after the expiry of the 5 clear working day period.

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 Col Spring who is available by telephoning Bath 01225 394942 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 normally be received in Democratic Services by 4.30pm the previous Friday but Bank Holidays will cause this to be brought forward).

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 normally be received in Democratic Services by 4.30pm the previous Friday but Bank Holidays will cause this to be brought forward). 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 Col Spring 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 Col Spring 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. Recording at Meetings:-**

The Openness of Local Government Bodies Regulations 2014 now allows filming and recording by anyone attending a meeting. This is not within the Council's control.

Some of our meetings are webcast. At the start of the meeting, the Chair will confirm if all or part of the meeting is to be filmed. If you would prefer not to be filmed for the webcast, please make yourself known to the camera operators.

To comply with the Data Protection Act 1998, we require the consent of parents or guardians before filming children or young people. For more information, please speak to the camera operator

The Council will broadcast the images and sound live via the internet www.bathnes.gov.uk/webcast An archived recording of the proceedings will also be available for viewing after the meeting. The Council may also use the images/sound recordings on its social media site or share with other organisations, such as broadcasters.

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

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

7. Emergency Evacuation Procedure

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

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

8. Officer Support to the Cabinet

Cabinet meetings will be supported by the Senior Management Team.

9. Recorded votes

A recorded vote will be taken only when requested by a member of Cabinet.

**Cabinet - Wednesday, 10th September, 2014
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 7

3. APOLOGIES FOR ABSENCE

4. DECLARATIONS OF INTEREST

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

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

(b) The nature of their interest.

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

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

5. TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIR

6. QUESTIONS FROM PUBLIC AND COUNCILLORS

Questions submitted before the deadline will receive a reply from an appropriate Cabinet member or a promise to respond within 5 days of the meeting. Councillors may ask one supplementary question for each question they submitted, up to a maximum of two per Councillor.

7. STATEMENTS, DEPUTATIONS OR PETITIONS FROM PUBLIC OR COUNCILLORS

Councillors and members of the public may register their intention to make a statement if they notify the subject matter of their statement before the deadline. Statements are limited to 3 minutes each. The speaker may then be asked by Cabinet members to answer factual questions arising out of their statement.

8. MINUTES OF PREVIOUS CABINET MEETING (Pages 7 - 14)

To be confirmed as a correct record and signed by the Chair

9. CONSIDERATION OF SINGLE MEMBER ITEMS REQUISITIONED TO CABINET

This is a standard agenda item, to cover any reports originally placed on the Weekly list for single Member decision making, which have subsequently been the subject of a Cabinet Member requisition to the full Cabinet, under the Council's procedural rules

10. MATTERS REFERRED BY POLICY DEVELOPMENT AND SCRUTINY BODIES

This is a standing agenda item (Constitution rule 14, part 4D – Executive Procedure Rules) for matters referred by Policy Development and Scrutiny bodies. The Chair of the relevant PDS Panel will have the right to attend and to introduce the Panel's recommendations to Cabinet.

11. SINGLE MEMBER CABINET DECISIONS TAKEN SINCE PREVIOUS CABINET MEETING (Pages 15 - 16)

This report lists Cabinet Single Member decisions taken and published since the last Cabinet meeting.

12. ADVICE AND INFORMATION STRATEGY 2014-17 (Pages 17 - 32)

The Advice & Information Strategy, revised following consultation and feedback from members of the public, service providers and other stakeholders, now needs to be approved by Cabinet

13. B&NES ECONOMIC STRATEGY REVIEW AND SKILLS PLAN (Pages 33 - 104)

In 2010 the Council approved its current Economic Strategy, including a commitment to review and refresh the document after a period of three years. In conjunction with key partners it is proposed to publish the Strategy & Action Plan in October.

14. RE-STRUCTURING OF THE EARLY YEARS, CHILDREN'S CENTRE AND EARLY HELP (0 - 11 YEARS) SERVICES 2014 - 2016 (Pages 105 - 128)

To determine the future model for Early Years and Children's Centres to be delivered within the reduced budget available, following Council budget decisions in February 2014. To consider whether to support a 'Right to Provide' request from Children's Centre staff who would like to explore establishing a 'staff mutual' to deliver a range of services.

15. UNESCO INFORMATION DOSSIER (Pages 129 - 194)

UNESCO made comments on the World Heritage Sites Management Plan in 2011. A full response to these comments is to be made, together with information on potential major developments in Bath, to clear the way for production of a revised management plan in 2016.

16. BATH FREIGHT CONSOLIDATION CONTRACT (Pages 195 - 202)

The contract and funding for the Bath freight consolidation operation, which is jointly procured with Bristol City Council, ended on 31st July 2014. A joint competitive tendering exercise was undertaken for a new contract to run for 3 years with an option to terminate the contract after 2 years. A decision is now required to award the contract.

17. TREASURY MANAGEMENT MONITORING REPORT TO 30TH JUNE 2014 (Pages 203 - 216)

This report gives details of performance against the Council's Treasury Management Strategy and Annual Investment Plan 2014/15 for the first three months of 2014/15

18. REVENUE & CAPITAL BUDGET MONITORING, CASH LIMITS AND VIREMENTS – APRIL TO JULY 2014 (Pages 217 - 246)

This report presents the financial monitoring information for the Authority as a whole for the financial year 2014/15 to the end of July 2014

The Committee Administrator for this meeting is Col Spring. Tel: 01225 394942.

Protocol for Decision-making

Guidance for Members when making decisions

When making decisions, the Cabinet/Committee must ensure it has regard only to relevant considerations and disregards those that are not material.

The Cabinet/Committee must ensure that it bears in mind the following legal duties when making its decisions:

- Equalities considerations
- Risk Management considerations
- Crime and Disorder considerations
- Sustainability considerations
- Natural Environment considerations
- Planning Act 2008 considerations
- Human Rights Act 1998 considerations
- Children Act 2004 considerations
- Public Health & Inequalities considerations

Whilst it is the responsibility of the report author and the Council's Monitoring Officer and Chief Financial Officer to assess the applicability of the legal requirements, decision makers should ensure they are satisfied that the information presented to them is consistent with and takes due regard of them.

BATH AND NORTH EAST SOMERSET

CABINET

These minutes are draft until confirmed as a correct record at the next meeting.

Wednesday, 16th July, 2014

Present:

Councillor Paul Crossley	Leader of the Council
Councillor David Dixon	Deputy Leader and Cabinet Member for Neighbourhoods
Councillor Simon Allen	Cabinet Member for Wellbeing
Councillor Tim Ball	Cabinet Member for Homes and Planning
Councillor David Bellotti	Cabinet Member for Community Resources
Councillor Katie Hall	Cabinet Member for Community Integration
Councillor Caroline Roberts	Cabinet Member for Transport
Councillor Dine Romero	Cabinet Member for Early Years, Children and Youth
Councillor Ben Stevens	Cabinet Member for Sustainable Development

39 WELCOME AND INTRODUCTIONS

The Chair was taken by Councillor Paul Crossley, Leader of the Council.

The Chair welcomed everyone to the meeting. He announced his intention to hear item 15 (Community Infrastructure Levy) immediately after item 11.

40 EMERGENCY EVACUATION PROCEDURE

The Chair drew attention to the evacuation procedure as set out in the Agenda.

41 APOLOGIES FOR ABSENCE

There were no apologies for absence.

42 DECLARATIONS OF INTEREST

There were none.

43 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIR

There was none.

44 QUESTIONS FROM PUBLIC AND COUNCILLORS

There were 24 questions from Councillors and 4 questions from members of the public.

[Copies of the questions and responses, including supplementary questions and responses if any, have been placed on the Minute book as Appendix 1 and are available on the Council's website.]

45 STATEMENTS, DEPUTATIONS OR PETITIONS FROM PUBLIC OR COUNCILLORS

Elizabeth Derl-Davis in a statement [*a copy of which is attached to the Minutes as Appendix 2 and on the Council's website*] spoke of her love of libraries. She was concerned that the Radstock Library might be squeezed into a corner of the supermarket with no room for future expansion and asked Cabinet to reconsider its decision.

Lesley Mansell in a statement [*a copy of which is attached to the Minutes as Appendix 3 and on the Council's website*] expressed concern about the process which had led to the decision to move the library because the report had recommended moving the library before the consultation had been undertaken. She asked Cabinet to look carefully at the information available and highlighted that the move would result in a 25% loss of space.

Councillor Paul Crossley observed that the Council had not closed a single library, despite the fact that many other councils had felt obliged to do so.

Councillor David Dixon asked Lesley Mansell whether she was aware that an item to make the final decision on this matter was already on the Cabinet Forward Plan. Lesley Mansell said she believed the decision had already been taken.

Susan Charles in a statement [*a copy of which is attached to the Minutes as Appendix 4 and on the Council's website*] asked Cabinet to make provision for fully accessible warm water swimming for people of all ages and all levels of disability.

Councillor Simon Allen asked Susan Charles whether she was aware of the number of people who would require such facilities. Susan said that although she did not have numbers, it was evident that there was a long waiting list for use of the existing hydro therapy pool. A lot of these were young people.

Councillor David Dixon asked Susan Charles if she could forward to him the details of funding schemes she had referred to. Susan said she would arrange for this to be provided.

Alexander Jones-Grech, a young person, in a statement [*a copy of which is attached to the Minutes as Appendix 5 and on the Council's website*] said how much he loved swimming in the hydrotherapy pool at Three Ways, where he had learned to swim really well. It was the only exercise he got. He appealed to Cabinet to continue to provide warm water swimming.

Simeon Wakely, in a statement read by Susan Charles, supported the need for a warm water pool for all ages with dignified access.

Eamon McClelland (WWISE member) in a statement [*a copy of which is attached to the Minutes as Appendix 6 and on the Council's website*] observed that many people were prevented from engaging in sporting activity. In a survey, 37% of disabled people said that they had met with barriers to exercise. He urged Cabinet to consider provision for those with disabilities.

46 MINUTES OF PREVIOUS CABINET MEETING 11TH JUNE 2014 AND SPECIAL CABINET MEETING 10TH JULY 2014

On a motion from Councillor Paul Crossley, seconded by Councillor David Dixon, it was **RESOLVED** that the minutes of the Cabinet meeting held on Wednesday 11th June 2014 be confirmed as a correct record and signed by the Chair.

On a motion from Councillor Paul Crossley, seconded by Councillor David Dixon, it was **RESOLVED** that the minutes of the Special Cabinet meeting held on Thursday 10th July 2014 be confirmed as a correct record and signed by the Chair.

47 CONSIDERATION OF SINGLE MEMBER ITEMS REQUISITIONED TO CABINET

There were none.

48 MATTERS REFERRED BY POLICY DEVELOPMENT AND SCRUTINY BODIES

There were none.

49 SINGLE MEMBER CABINET DECISIONS TAKEN SINCE PREVIOUS CABINET MEETING

The Chair announced that at the time of printing the agenda, there had been no such decisions.

He observed however that Councillor Katie Hall had recently made decision E2677 Naming of Streets in Keynsham Redevelopment which had been Called-in. A meeting of the Planning, Transport and Environment Panel would in due course consider the Call-in.

50 COMMUNITY INFRASTRUCTURE LEVY DRAFT CHARGING SCHEDULE

Councillor Tim Ball, in proposing the item, expressed disappointment that so few Councillors had attended this debate, which followed the adoption of the Core Strategy. He thanked Kaoru Jacques (Planning Officer) for the hard work and excellent technical ability she had brought to the task. He explained that the proposals would be presented to the Inspector and would then return to Cabinet in March 2015 following statutory public consultation. The rewards to the Council would be in the region of £12M-£17M.

Councillor Ben Stevens seconded the proposal. He referred to table 3.7.A of the document which demonstrated continued support for youth apprenticeships. He agreed with Councillor Ball that the adoption of the policy would bring tangible benefits to the community.

Councillor Paul Crossley said that following adoption of the Core Strategy at a recent Council meeting, it was possible for Cabinet to move ahead by adopting the Community Infrastructure Levy to enable communities to play a part in their own future. He observed that the Bath Western Riverside Supplementary Planning Document Appendix C was being updated to take the new arrangements into account. As an aside, he took the opportunity to congratulate Crest Nicholson for recently winning two building awards and he was delighted that the plans had included all kinds of buildings, including social housing.

On a motion from Councillor Tim Ball, seconded by Councillor Ben Stevens, it was **RESOLVED** (unanimously)

- (1) To APPROVE the draft charging schedule and the draft Regulation 123 List for public consultation;
- (2) To APPROVE the revised draft Planning Obligations SPD for public consultation;
- (3) To APPROVE the timeline for the public consultation period on the above documents from 24/7/14 to 18/9/14;
- (4) To APPROVE the update to Appendix C to the Bath Western Riverside SPD for Development Management purposes; and
- (5) To DELEGATE authority to the Divisional Director for Development in consultation with the Cabinet Member for Homes & Planning to:
 - a) make minor textual amendments to the consultation documents prior to publication; and
 - b) make minor amendments to the CIL draft Charging Schedule, revised Planning Obligations SPD and the Regulation 123 list following public consultation and submit to the Secretary of State for examination.

51 SCHOOLS CAPITAL PROGRAMME 2014/15 - IMPROVEMENT PROJECTS

Councillor Dine Romero introduced the item by referring to the various elements of the planned investment. She was delighted to move the proposals.

Councillor David Dixon seconded the proposal. He felt that the proposals would increase pride in the schools. He was especially pleased to see the proposal to invest £170K on improving the kitchen facilities to enable the delivery of free school meals to all infant children. He knew that 43 school kitchens had been inspected over 5 months and all would be ready for September, following the proposed investment.

Councillor Tim Ball was delighted because St Michael's was in his ward and he knew that the children were excited about getting hot meals from September.

Councillor David Bellotti reminded Cabinet that there was a sound evidence base for the policy because young children who eat proper lunches perform better in the afternoon. In future, all youngsters would benefit in this way. He also pointed out that the policy would bring a saving of £400 pa for parents.

Councillor Paul Crossley thanked Ashley Ayre (Strategic Director, People) for drawing up the plans to deliver the scheme. He was delighted that the area had very good schools with excellent educational outcomes. He felt that the policy was one of the most exciting policy changes this government had implemented and he hoped to see it extended to Junior children in the future.

On a motion from Councillor Dine Romero, seconded by Councillor Tim Ball, it was **RESOLVED** (unanimously)

- (1) To APPROVE for inclusion in the 2014/15 Capital Programme:
 - (a) Capital Maintenance funding of £150,000 for improvements at Southdown Junior and Southdown Infant schools;
 - (b) Capital Maintenance funding of £50,000 for improvements at Peasedown St John Primary School;

(c) Capital Maintenance funding of £170,000 to add to funding received from the Government for works required to enable the provision of free school meals for all infant pupils from September 2014; and

(2) To AGREE the change in use of the Basic Need funding for Saltford Primary school to provide temporary classrooms whilst a permanent solution is developed.

52 YOUTH JUSTICE PLAN 2014 - 2015

Councillor Dine Romero introduced the proposals by reminding Cabinet that the Council had a statutory responsibility to maintain a plan to prevent youth offending and re-offending. The plan had recently been approved by the multi-agency Youth Offending Service Management Board. She moved the proposals for Cabinet to recommend the Plan to Council for adoption as part of the Policy and Budget Framework and submission to the Youth Justice Board.

Councillor Katie Hall seconded the proposal and reminded Cabinet that the work being done with young people was of huge benefit. In the last 6 years, the number of people in the area entering the Youth Justice system had fallen from 179 to 80.

On a motion from Councillor Dine Romero, seconded by Councillor Katie Hall, it was

RESOLVED (unanimously)

(1) To RECOMMEND that Council agrees that the Youth Justice Plan fulfils the requirements of the Crime and Disorder Act 1998 and can be submitted to the Youth Justice Board; and

(2) To RECOMMEND that Council agrees that the Youth Justice Plan be adopted as part of the Council's Policy and Budget Framework and can be accommodated within the Council budget.

53 AMALGAMATION OF SOUTHDOWN INFANT AND JUNIOR SCHOOLS INTO A PRIMARY SCHOOL

Councillor Dine Romero moved the proposal to amalgamate the two schools. She observed that the schools had already federated; they had a single Governing Body and a single Head Teacher. Amalgamation was the next natural step, which would provide a stable and secure transition from Key Stage 1 to Key Stage 2. The plans included a small expansion from 315 to 420 pupils.

Councillor Paul Crossley seconded the proposal. He explained that he had been a Governor at the Infants school until September 2013 and he felt it was a fantastic school. The proposals would work very well and he knew that the community was very supportive of the move.

On a motion from Councillor Dine Romero, seconded by Councillor Paul Crossley, it was

RESOLVED (unanimously)

(1) To APPROVE the publication of a statutory notice proposing the closure of Southdown Junior school and the expansion and change in upper age range of Southdown Infant school in order to create an all through 420 place primary school.

54 REVENUE & CAPITAL OUTTURN 2013/14

Councillor David Bellotti introduced the item by observing that the Council had operated within its budget for the 3rd consecutive year. Not only that, but it had been possible to put £149K into unearmarked reserves. This was alongside that fact that the Cabinet had not increased Council Tax during the 3 years. He thanked the officers who had managed their budgets so well.

Councillor David Dixon seconded the proposal. He felt he must observe that the suggestion put by Councillor Brian Webber in question #M22 of the Q&A document would be a false economy.

Councillor Tim Ball referred to the increase in planning applications over the period. He thanked Development Control staff for coping with the increase, and pointed out that staffing levels in this very important team were now back to the levels prior to being slashed by the previous administration.

Councillor Paul Crossley said that not only had the previous 3 years been within budget, but the current year was also well on track to being within budget. He listed a number of projects which the Cabinet had delivered across the area.

Councillor David Bellotti summed up by saying that the Cabinet had taken care to spend the available funds on those things which were the Council's priorities.

On a motion from Councillor David Bellotti, seconded by Councillor David Dixon, it was

RESOLVED (unanimously)

- (1) To NOTE the revenue budget outturn underspend of £83,000 for 2013/14;
- (2) To APPROVE the revenue carry forward proposals and write-off requests;
- (3) To AGREE transfers to Earmarked Reserves;
- (4) To APPROVE the revenue virements for 2013/14;
- (5) To NOTE the resulting reserves position and that unearmarked reserves remain at the target level of £10.5m;
- (6) To NOTE the provisional outturn of the 2013/14 capital programme and funding;
- (7) To APPROVE the capital rephasing and write-off of net underspends;
- (8) To NOTE the adjustments to the 2013/14 to 2018/19 capital programme; and
- (9) To NOTE the final capital programme for 2013/14.

55 CYCLE/PEDESTRIAN SCHEMES 2014/15 TRO

Councillor Caroline Roberts moved the proposals. She emphasised the Cabinet's view that walking and cycling could work well together and therefore the schemes were being considered as a whole. She briefly introduced some of the schemes being proposed and recommended them to the Cabinet for adoption.

Councillor David Dixon seconded the proposal. He referred to the success of the Two Tunnels project. He asked if some consideration could be given to the repair of potholes in cycle tracks, which in his experience could cause damage and inconvenience to riders.

Councillor Paul Crossley referred to a suggestion he had received by tweet, asking for the Council to invest £16 per head for cycling infrastructure. He responded that the Council continued to seek new ways to improve cycle and pedestrian schemes but that he was not able to give a cost per head. He thanked Councillor Nigel Roberts, who had done some of the preparatory work on the proposals.

Councillor Tim Ball welcomed the proposals which would be money spent where it should be spent. He felt that there was a need to de-clutter the pavements and asked that further thought be given to this.

Councillor Caroline Roberts summed up by saying that there were other funding sources which would be used to improve schemes such as Seven Dials.

On a motion from Councillor Caroline Roberts, seconded by Councillor David Dixon, it was

RESOLVED (unanimously)

(1) To AGREE the Funding Allocation breakdown across cycling and walking for 2014/15;

(2) To APPROVE the £250k budget for cycling and walking schemes for 2014/15 for which provisional funding approval was included within the Council's February 2014 budget report;

(3) To DELEGATE the Divisional Director Environmental Services and the Service Manager Highways to alter the programme, in consultation with the Cabinet Member for Transport, as may prove necessary during 2014/15. Any alterations will be within the overall budget allocation and take into account any additional funding streams that become available.

56 FIT FOR LIFE STRATEGY

Councillor David Dixon introduced the item by emphasising that fitness must not be only about leisure centres but was about lifestyle. He said that the proposals before Cabinet would build on the work done by the Get Active Partnership. He moved that Cabinet adopt the Fit for Life Strategy.

Councillor Simon Allen seconded the proposal. He felt that the strategy would reap benefits for years to come. He agreed that the proposals were not just about facilities but about lifestyle choices. He regretted that 10% of the entire NHS budget was spent treating diabetes when 20 minutes activity per day would be more beneficial.

Councillor Dine Romero welcomed the investment in sports facilities but agreed that the important thing was to foster the normalisation of getting and staying fit through lifestyle. She welcomed the fact that the strategy would link into other strategies and other partners.

Councillor Paul Crossley said that the proposals were essentially about enjoyable ways of staying well. He referred to Appendix 6 of the Strategy which showed that Bath & NE Somerset outperformed the national average in every performance measure. He also welcomed the news that the smoking cessation agenda was working and that smoking had been reduced to 16%.

Councillor David Dixon summed up by welcoming the "Park Runs" recently started by a member of the public and felt that this was an example of how the strategy worked best.

On a motion from Councillor David Dixon, seconded by Councillor Simon Allen, it was

RESOLVED (unanimously)

(1) To ADOPT the 'Fit for Life' strategy.

The meeting ended at 8.15 pm

Chair _____

Date Confirmed and Signed _____

Prepared by Democratic Services

Cabinet Single-Member Decisions and Responses to Recommendations from PDS Panels

published 11-Jul-14 to 29-Aug-14

Further details of each decision can be seen on the Council's Single-member Decision Register at <http://democracy.bathnes.gov.uk/mgDelegatedDecisions.aspx?&dm=3>

Date	Decision Maker
Reference	Title

07-Jul-14 Cllr Katie Hall

E2677 Naming of Streets in Keynsham Redevelopment Site

The Cabinet Member decided not to object. The decision was Called-in and the Cabinet Member made a replacement decision which was not to object.

14-Jul-14 Cllrs Paul Crossley, Tim Ball

E2665 Gypsy & Traveller Site (Lower Bristol Road)

The Cabinet Members agreed to enter into a partnership to deliver a site on the land; and approved spending of £1.8M already given provisional budget approval

17-Jul-14 Cllrs Paul Crossley, David Bellotti

E2685 (R16) Property Acquisition

The Cabinet Members agreed to the acquisition of the property by way of assignment

23-Jul-14 Cllrs Tim Ball, Paul Crossley

E2648 Combe Hay Conservation Area Appraisal

The Cabinet Members agreed to adopt the Combe Hay Conservation Area Appraisal

23-Jul-14 Cllrs Paul Crossley, Tim Ball

E2675 Hinton Blewett Conservation Area Appraisal

The Cabinet Members agreed to adopt the Hinton Blewett Conservation Area Appraisal

Date	Decision Maker
Reference	Title

06-Aug-14 Cllrs Paul Crossley, Ben Stevens

E2680 Bath Enterprise Area Innovation Quay Capital Approval

The Cabinet Members approved the Capital Items for Bath Quays North & Bath Quays South totalling £1.65M identified within the Councils Capital Programme

11-Aug-14 Cllrs Paul Crossley, David Dixon

E2686 Consultation Outcome For Radstock Library

The Cabinet members agreed that Library facilities will be re-located to new premises in the RADCO superstore and agreed the basis of operation

22-Aug-14 Cllr David Bellotti

E2672 Purchase of Self Service Payment Kiosks

The Cabinet Member approved the commencement of this project within the 2014/15 capital programme

Bath & North East Somerset Council		
MEETING/ DECISION MAKER:	Cabinet	
MEETING/ DECISION DATE:	10 September 2014	EXECUTIVE FORWARD PLAN REFERENCE:
		E 2607
TITLE:	Draft Advice & Information Strategy 2014-2017	
WARD:	All	
AN OPEN PUBLIC ITEM		
<p>List of attachments to this report: Appendix 1 - Draft Advice & Information Strategy 2014/17 Appendix 2 – Feedback Received on the Draft Strategy</p>		

1 THE ISSUE

1.1 In December 2013 and January 2014, the draft Advice & Information Strategy was put out to consultation. As a result of that exercise, the draft Strategy has been revised and the resulting document made available for feedback from members of the public, service providers and other stakeholders. The document attached as Appendix 1 is the result of the second round of consultation and has come back to Cabinet for approval for adoption. Details of the feedback received are attached as Appendix 2.

2 RECOMMENDATION

2.1 That the draft Strategy is agreed.

2.2 That the feedback received and subsequent amendments are noted.

3 RESOURCE IMPLICATIONS

The draft Strategy will help to promote people's wellbeing by increasing their ability to exercise choice and control, it is also a vital component of preventing or delaying people's need for care and support. This will support the delivery of the approved savings identified in the Medium Term Service and Resource Plan.

The Strategy will also form part of the Better Care Fund Plan, which has an individual strand relating to information and advice. The strategy will be essential to maintain the relationship between the Council and the Clinical Commissioning Group.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

4.1 The Council is committed to promoting and enhancing the quality of local people's lives through the commitments set out in the joint Health & Wellbeing Strategy, under the themes:

- helping people to stay healthy
- improving the quality of people's lives
- creating fairer life changes.

4.2 The Council's corporate objectives also underpin the draft Strategy –

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

4.3 The Council has a number of statutory power and duties, the discharge of which are assisted by the provision of services as outlined in draft Strategy.

4.4 The Care Act requires that the Authority must establish and maintain a service to provide comprehensive advice and information on care and support, including costs and how these can be met. The Think Local, Act Personal agenda articulates the Government's increasing emphasis on enabling people to make informed choices for themselves.

4.5 The Government has embarked on a rolling programme of welfare reform including the introduction of universal credit; the draft Strategy aims to ensure that we are able to respond effectively to the advice and information needs of individuals and families affected by these national policies.

5 THE REPORT

5.1 The draft Strategy sets out a rational approach and framework to support delivery of high quality advice and information service which addresses the needs of people across Bath & North East Somerset. It promotes service improvements and incorporates partnership working across the sector in its delivery, with the aim of enabling easier access to advice and information.

5.2 Delivery of the outcomes of the draft Strategy will make an important contribution to delivering the Council's new statutory responsibilities set out in the Care Act 2014, parts of which come in to force from April 2015.

5.3 In delivering the outcomes of the draft Strategy, the need for advice and information associated with the Government's Welfare Reforms will be addressed.

6 RATIONALE

6.1 The Council provides advice and information to its customers about all of the services it has responsibility for delivering (directly or indirectly). It also provides advice and information about partner organisations which may in some cases be better placed to support customers with specific areas of need. Advice and Information is provided directly by Council staff and also by partner organisations, on both a commissioned and non-commissioned basis.

6.2 This draft Strategy has been developed to ensure that the delivery of advice and information is coordinated and coherent across the organisation and its partners and that it is delivered in the most effective and efficient way possible. This is particularly important in the context of shrinking budgets and the need to maximise resources. It will ensure that the customer receives the same consistent and high quality service, regardless of where and how the advice / information services covered within the strategy, are accessed.

6.3 Approval of the draft Strategy for implementation will enable officers to work with stakeholders and partners on delivery planning.

6.4 Approval will enable the procurement process for advice and information services to begin. Procurement of the service will contribute to the targets set out in the Medium Term Financial Plan. The Council's adopted 'Think Local' policy will be fully taken into account in the procurement of the service.

7 OTHER OPTIONS CONSIDERED

7.1 None.

8 CONSULTATION

8.1 The draft Strategy has undergone two periods of consultation. The first ran from 11 December 2013 until 24 January 2014. The results of this were shared with Cabinet in February 2014 and used to develop a revised draft Strategy, which was consulted on between 28 July and 15 August 2014. A survey was placed on the Council's website inviting members of the public to give their views and an electronic link circulated to a number of stakeholder groups, providers and commissioning colleagues.

8.2 Appendix 2 to this report sets out the responses to the on-line survey including a joint response from the local advice partnership, APEX. The draft document now being considered by Cabinet has been amended in light of those responses.

8.3 The changes made as a consequence of the consultation are:

- The text supporting the linear diagram on page 3 has been expanded to give greater clarity regarding the degree of support needed to access advice & information services.
- Categories of themes covered have been re-organised to bring Education, Training & Employment together and separating out Childcare Provision (see page 3).

8.4 In addition to the formal consultations, the views of a wide range of stakeholders have been sought and taken into account in the development of the draft Strategy. Feedback has been considered and, where appropriate, has influenced the contents. Broad support has come from the local advice and information sector for the aims and objectives it sets out.

8.5 The draft Strategy will be delivered through development, in partnership with advice sector partners, of a detailed action plan which will set out how the objectives will be met. The detailed action plan will also, reflect, comments from the consultation that are more appropriately picked up in and addressed by the action plan than in the Strategy itself. Delivery will be achieved in partnership with local providers and other stakeholders.

9 RISK MANAGEMENT

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

Contact person	<i>Ann Robins 01225 396288</i>
Background papers	None
Please contact the report author if you need to access this report in an alternative format	

Bath & North East Somerset Council

Advice & Information Strategy 2014 – 2017

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Section 2 – Scope

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Section 1 - Introduction – why we need a strategy

Introduction

Bath & North East Somerset Council is committed to putting people first and its communities at the heart of everything we do.

Alongside the delivery of essential services, the provision of advice and information is a primary function of any council. Wherever and however customers and communities touch the organisation, whether it is face to face, one of the 2 million telephone calls we receive each year, on line or via social media they want access to advice or information. The Council provides this directly and also commissions other partner organisations to provide it. If we want to ensure we deliver on our commitments of a high quality advice and information service it is essential that we have a clear strategy.

Definitions

For the purposes of this strategy the definitions we are using are:

- **Information** – materials which can be passively available or actively distributed and mediated. Includes self-help (websites, other digital communications and more conventional leaflets etc) and provision through direct contact with trained personnel (call centres, Face to Face, community provision etc).
- **Advice** - Guidance and direction on a particular course of action which needs to be undertaken in order to realise a need, access a service or realise individual entitlements. (Source: Margiotta et al).
- **Support** – the support people receive to access advice and information so that they can make full use of it to make their own decisions.

The Drivers

There are a number of drivers for development of an advice and information strategy, they include:

- **Central Government** - The Care Act 2014 and the Think Local, Act Personal agenda – articulate the Government's increasing emphasis on enabling people to make informed choices for themselves. The Care Act also requires that the Authority must establish and maintain a service to provide comprehensive advice and information on care and support.
- **Housing Needs** – housing costs in Bath & North East Somerset and Bath in particular are high in comparison to other areas in the South West and the rest of England. The area also suffers from relatively low incomes. As a result, good quality housing is often difficult to find and sustain. We want to ensure that people receive good advice and information on housing to enable them to avoid the risk of homelessness.
- **Responding to Welfare Reform** – the Government has embarked on a rolling programme of welfare reform including the introduction of universal credit; we must ensure we are able to respond effectively to the advice and information needs of individuals and families affected by these national policies.
- **Council corporate objectives** - Promoting independence and positive lives for everyone; Creating neighbourhoods where people are proud to live; Building a stronger economy

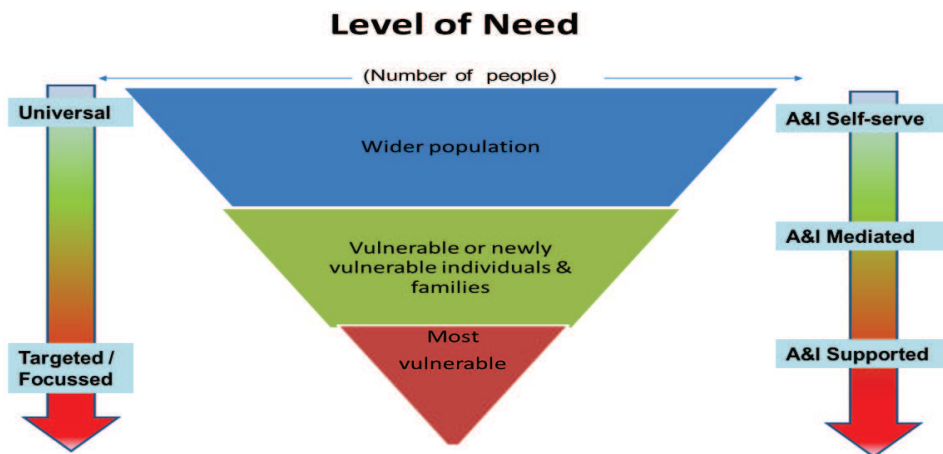
- **The local Joint Health and Wellbeing Strategy** – Helping people stay healthy, Improving the quality of people's lives, Creating fairer life chances
- **Customer expectations** - our population expects to be able to access advice and information in a variety of different ways to enable them to make decisions about their managing their lives. It also expects that it will be accurate, relevant and available where and when it is they need it.

Section 2 - Scope

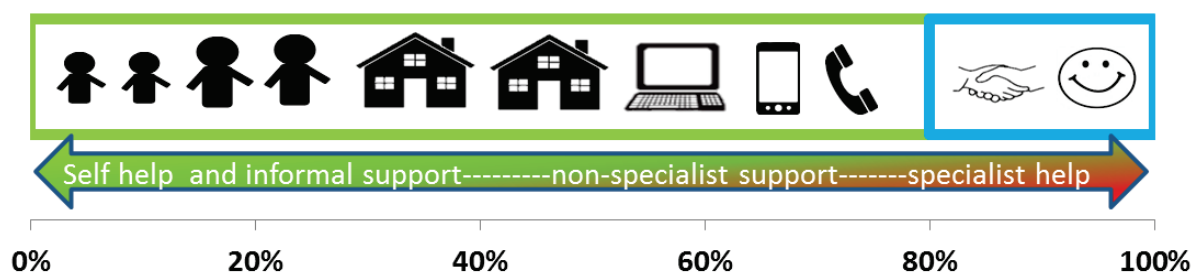
The Council's strategy has been developed to ensure that advice and information provision is sufficiently wide ranging and flexible in order to meet the needs of its population at any point in their lives.

Who

Bath and North East Somerset Council is committed to the provision of advice and information that is universal and available to our entire population. At the same time it recognises that particular groups or individuals with more complex needs may require specific and targeted support to enable them to use and access advice and information provided.



The majority people, most of the time will be able to access advice and information for themselves or with support from family, friends and neighbours or trained but non-specialist advisors. However there will always be a need for specialist or independent advice for some groups of people or types of problems. In addition, while someone may be able to self-serve for one type of information / advice need, they may need support for another type or in different circumstances. Experience shows we would expect for around 80% of the time, people are likely to be able to self-help or require limited support to access and use advice and information; around 20% of the time more targeted or specialist help is likely to be needed. This is not however a 'cut off' point but a continuum and the strategy will ensure the right support is provided depending on the customer's circumstances at the time.



This strategy is intended to ensure that information and advice is universal but also provided in a way which will meet the needs of those who need extra help and support as well.

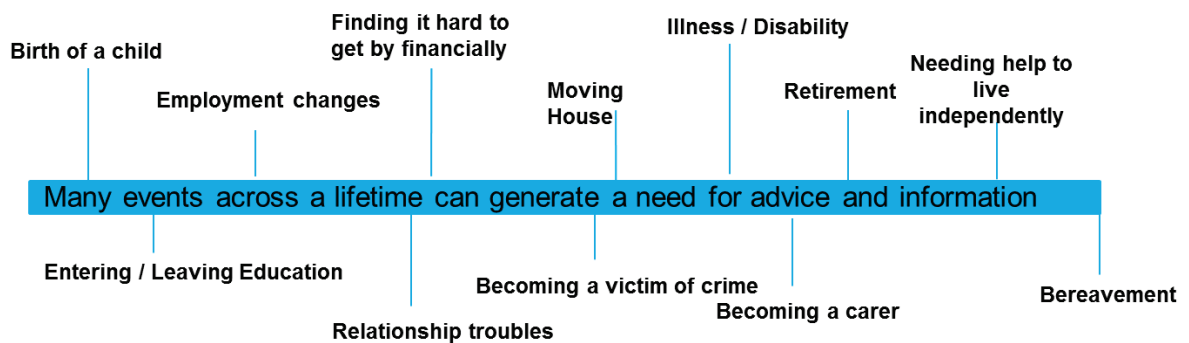
What

The Council recognises that the advice and information needs of customers fit into some key themes, within each of these are several sub-themes. There will also be considerable overlap as peoples' lives do not fit into neat boxes:

- Legal rights
- Housing
- Finance
- Health and social care
- Childcare provision
- Education, training and employment

We know that at certain times in peoples' lives something will happen (a "life event") which could trigger a need for a range of different or linked advice and information. These can occur throughout our lives and include (among others):

- Birth of a child
- Marriage / Partnering
- Illness / disability
- Entering, moving on or leaving education
- Gaining or losing employment
- Moving home
- Relationship breakdown
- Bereavement



This strategy will ensure that advice and information is provided in a way which makes the right links for people and makes it easy for them to access everything relevant to their particular circumstances.

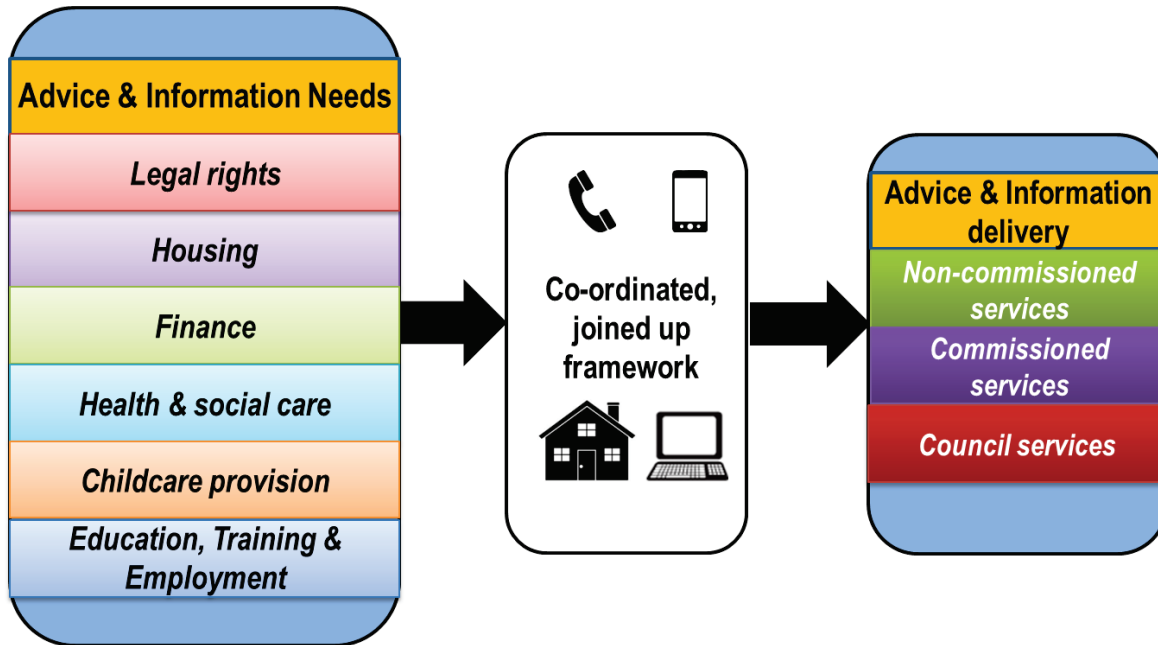
How

Delivery of advice and information services will be through a variety of mechanisms and may include:

- Local Authority staff and / or infrastructure

- Partner organisations
- Commissioned providers
- Community groups working with the Authority.

The new delivery framework will need to work differently, co-ordinating services and reducing gaps and duplication in provision.



This strategy will ensure that regardless of which organisation is delivering information and advice, the service will be of high quality. There will be frameworks and protocols in place which will enable consistency in approach so that we can be confident the customer will receive what is needed and is never 'in the wrong place'.

Section 3 – Aims and Outcomes

The Strategy will ensure:

- High quality advice and information is available to all those who need it
- Advice and information is available how, when and where needed and in accessible formats.
- Effective partnership working is in place.
- The delivery model is sufficiently flexible to allow for the changing local context.

Outcomes

We will be satisfied that our strategy is successful in Bath & North East Somerset if:

- Advice and information provided, **accurately reflects** the needs of our local population and the services available.
- **People know how and where** to get the advice and information they need, when they need it.
- People get the **right advice and information the first time** they seek it
- **People have choices** in how they access advice and information appropriate to their needs
- People receive the same **high quality, consistent and accessible** advice and information wherever they access it

- People are able to use the advice and information provided to **maximise independence** and delay the need for more intensive support
- People who don't usually seek advice and information are **more likely / able to do so**
- Delivery mechanisms recognise a person's presenting needs and **tailor advice and information appropriately**.
- Provision of advice and information **aligns and links with other corporate strategies**
- The Council is able to discharge its **statutory duties** relating to the provision of advice and information.

Section 4 – What we need to do

To deliver this strategy the Council will need to ensure that:

- The issues and needs of our population are well understood so that the advice and information provided accurately reflects these.
- The appropriate infrastructure (resources, technology) and delivery model are in place to support universal access to advice and information.
- The appropriate resources and delivery model is in place to support those who need help to make best use of advice and information.
- Current and future commissioning plans for advice and information services, are explicit about the way in which plans secure best value and, also, meet and/or contribute to the outcomes set out in this Strategy.

In order to achieve the aims and outcomes of the strategy, we have identified four key areas of activity that will help us to deliver better advice and information for our customers.

Activity 1: Increase general awareness of advice and information and also improve access for 'unengaged' and socially excluded groups

Everyone who needs advice and information will know it is available and how to access it. We will make advice and information available in ways which mean those who may be otherwise reluctant to access and use it are able and willing to do so. We will ensure it is a positive, non-stigmatising experience. This will include ensuring that commissioned services targeted at meeting the needs of unengaged and socially excluded groups reflect the outcomes of this Strategy, including any specific access needs.

Activity 2: Improve how we communicate our message

Advice and information will be in clear, everyday language, easy to understand and accessible to all. It will be delivered in a way that stresses the importance of people staying connected and part of local community and emphasises a person's ability to have choice, control and independence.

Activity 3: Improve our co-ordination, infrastructure and delivery models

We will make sure that the co-ordination, signposting and referral between advice and information providers and across professional / organisational boundaries are improved. Advice and information services will be flexible enough to adapt to changing local / national circumstances. We will ensure that "no door is the wrong door" for the customer. Future commissioning specifications will be explicit about how the service being commissioned will co-ordinate with and signpost and refer to other advice and information providers and across professional/organisational boundaries.

Activity 4: Improve the quality and consistency of advice and information, making it relevant to the individual circumstance whenever possible.

People will get the right advice and information first time. It will be consistent, up to date and relevant to the person's need regardless of where, when or how they contact us.

A detailed action plan will be developed in partnership with the Sector. It will identify the key timelines, objectives that need to be delivered within the available resources and any statutory or specialised advice and information commissioning intentions. It will include a programme of service reviews to ensure best value and that the most appropriate delivery mechanism is in place to deliver the Strategy.

Section 5 - How we will assess and monitor progress

Monitoring

We will use a range of methods to measure progress towards making our strategy a reality for people in Bath & North East Somerset. These can be broadly summarised under three main headings as follows:

1. **Monitoring and Managing Quality** – We will develop and regularly review and revise key performance measures to ensure they are focussed and targeted towards delivering the outcomes we have set. This will inform both advice and information services delivered by the Council and by commissioned services.
2. **Facilitating a Sector Voice** – We will develop a forum for advice and information provider organisations to facilitate a 'do and review' approach to delivering our strategy. Through the forum, commissioned service providers will be tasked with helping us develop and deliver a coherent offer to local people who need advice and information services
3. **Service User Voice** – We will actively and regularly seek feedback from customers and service users through case studies, on-going sector review, mystery shopping and direct reporting.

Managing the strategy

It is critical that the impact of this strategy is considered within a wider context. In order to ensure this, the following steps will be taken:

- Cabinet and relevant PDS Panels will receive an update on implementation of the strategy 12 months from the time of adoption
- The Bath and North East Somerset Health and Wellbeing Board will receive 6-monthly reports on performance, including delivery against outcomes and the findings of specific contract reviews.
- All Council services delivering advice and information and partner organisations or commissioned services delivering advice and information on behalf of or contracted by, the Council will adhere to this strategy.

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Draft Advice & Information Strategy 2014/17

On-line Consultation Results

August 2014

There were 3 responses to the on-line survey. Only two of these were usable; the third was blank. The table below shows the aggregated responses:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The strategy is easy to read and understand (ie the language is clear, the layout is good etc.).	1			1	
The strategy covers the most important aspects of advice and information provision		2			
I think any advice needs my family, friends or service users I represent might have in the future would be met by the proposed new strategy.			1		1

The survey included an opportunity for respondents to submit their views in their own words. The following responses were received:

- I'm concerned that 'Childcare, education and training' is a separate sub-theme to 'employment'. As we're an employability organisation based in a children's centre, we commonly see parents struggling to work because childcare is not available. Parents in education often have good access to childcare and good availability of funding - I feel it would make more sense to have 'childcare' as a separate sub-theme, and keep the more common grouping of 'Education, training and employment'. I'm also not sure about the 80/20 self-help/personal support ratio - I think that it would be more like 60 - 40, as people often need help face-to-face when dealing with a new situation such as the ones identified in the strategy as examples. However, I think on the whole the strategy addresses holistic need well, is realistic and in touch with people's needs in advice and information in BANES.
- I find the diagrams pointless and rather poor at illustrating whatever it is they are supposed to be highlighting. It tends to read like a quasi-legal document and it's presentation is steeped in "management speak". When I finally

APPENDIX 2

managed to unpick what I thought was the general thrust of the document, my reaction was ; "well surely that's what they do now". For instance, I ring the council number and get put through to the correct department, or I look at the website and find the department that way. Failing that, I turn up at the council offices and ask for help. What is this "strategy" going to provide that isn't there already?

APEX (Advice Partnership for Excellence) is a local initiative aimed at improving advice provision through cohesive service planning and closer joint working. The group consists of the following advice service providers:

- CAB B&NES
- DHI
- The Carers Centre
- SWAN Advice Network
- Age UK
- Off the Record

Rather than provide feedback from each member-organisation, APEX chose to respond jointly, submitting the following response:

APEX partners Joint Response to Draft Advice and Information Strategy

We welcome the Council's recognition that a clear strategy for information and advice services is needed, and broadly agree with the definitions of Information, Advice and Support contained in the new draft strategy.

We applaud the recognition that the need for information and advice is universal, and that some individuals will be able to access what they need without assistance from the council or its partner agencies but others will have a greater need for these services. It would be helpful to provide some indication of how decisions are to be made, and by whom, about which people have the greatest need for services. To be effective, this will not be simply "customer-led" and will require assessment at the initial contact.

The strategy does address the question of targeting particular services at particular areas – Bath and NE Somerset covers a diverse area including urban and rural communities with specific needs in some parts. It is hoped that the detailed Action Plan will help service providers to share their experience of meeting the needs of hard to reach communities and individuals and overcoming challenges.

The claim in Section 2 that "experience shows" that 80% can access self-help and 20% need more targeted support may indeed be well-founded but there is no explanation in the paper as to what data has been used to arrive at these figures. Further explanation would be helpful. We assume that the council holds detailed empirical data of service users as well as non service users - those who need to access services but do not due to

APPENDIX 2

current barriers. The current strategy also lacks clear guidelines of who these 20% are. We need an understanding of not just why they are vulnerable but also if there are other significant characteristics. Are they young or old, men or women, those with long term health problems? This would allow services to deploy resources more efficiently and appropriately.

We agree wholeheartedly with the view that advice needs span a range of topic areas and are often linked to life events. We welcome the statements that services will be well-coordinated and high quality. Although Section 5 does make general statements about measuring performance, it would be helpful if the strategy were to define more clearly what constitutes “high quality” and what standards are expected to be used to measure this – for example, independent quality mark assessments, measurable outcomes and customer feedback are all ways of measuring aspects of performance. Furthermore it would be useful to know how the council will ensure that services that are not part of this particular commission will have their standards measured.

There remain a number of questions to be answered regarding the provision of partner services in One Stop Shops. These are an exciting and forward looking development which lends themselves to “joined up” services. However, some partners are finding issues around cost and space have prevented them making the fullest use of the One Stop Shop environment. These barriers of cost and space which prevent all relevant services being delivered under one roof indirectly cause barriers for service users. If customers are never ‘in the wrong place’, then the strategy needs to consider what should be delivered, and where.

While the outcomes are ambitious and promising there is no explanation of how they will be measured. The language used is also ambiguous. For example, one outcome states ‘People have choices in how they access advice and information appropriate to their needs.’ – Who will ultimately decide what ‘needs’ are?

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Bath & North East Somerset Council		
MEETING	Cabinet	
MEETING DATE:	10TH September 2014	<small>EXECUTIVE FORWARD PLAN REFERENCE:</small>
		E 2661
TITLE:	Economic Strategy Review	
WARD:	All	
AN OPEN PUBLIC ITEM		
<p>List of attachments to this report: Appendix 1: Draft Economic Strategy Appendix 2 : Draft Action Plan Appendix 3 : Economic Partnership Group</p>		

1 THE ISSUE

- 1.1 In 2010 B&NES Council approved its current Economic Strategy, developed in conjunction with the B&NES Sustainable Growth Alliance (now called the B&NES Economic Partnership). The Strategy contains a commitment to review and refresh the document after a period of three years.
- 1.2 The work on the Review has been progressed in conjunction with a cross-service Officer Group from the Council and an external Partnership Group. It is intended that the Strategy is seen as a Partnership document, rather than one owned by the Council, and that partners will take a lead in delivering some of the actions and reviewing progress.
- 1.3 In conjunction with key partners it is proposed to publish the Strategy & Action Plan in October.

2 RECOMMENDATION

- 2.1 That Cabinet endorse the objectives and priorities set out in the Economic Strategy Review and agree the Action Plan as a framework for partnership action in the period 2014 – 2020.
- 2.2 That delegated authority be granted to the Strategic Director for Place, in consultation with the Cabinet Member for Sustainable Development, to :

- (i) agree a framework for measuring and monitoring progress against the key priorities in the Economic Strategy.
- (ii) agree minor amendments to the Strategy & Action Plan in conjunction with the Economic Partnership Group prior to publication of the documents.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 3.1 There are no direct financial implications arising from this report. The Economic Strategy Action Plan sets out a number of proposals for future action based on opportunities identified in the Strategy which will be the subject of detailed evaluation as they are progressed.
- 3.2 Any proposals which could have resource implications for the Council will be subject to the Council's corporate financial approval processes.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 Councils have the power to address the economic, environmental and social wellbeing of their area. The Economic Strategy Review addresses a number of considerations including : economic prosperity : equalities : sustainability : planning : public health and inequalities.

5 THE REPORT

BACKGROUND

- 5.1 The Economic Strategy Review and Action Plan have been developed through discussion and consultation with an external Economic Partnership Group and a cross-service Officer Group. The Review seeks to :
 - support the work of the Public Services Board in promoting the closer integration of key strategies for the delivery of sustainable communities;
 - widen the scope of the Strategy to embrace the whole economy and ensure that the impact and potential of the wider visitor and cultural sectors and their contribution to the quality of 'place' and the economy are fully understood;
 - respond to the socio economic impacts of the 2008 recession, changes to the Welfare System and Universal Credit, the increase in the age of retirement and the raising of the participation age;
 - update the evidence base for the Economic Strategy and review the main objectives in the 2010 strategy document;
 - respond to the changes to external partnership relations with the demise of the Regional Development Agencies and Business Links and the creation of Local Enterprise Partnerships (LEP'S);
 - ensure linkages with the LEP Strategic Economic Plan and the potential to attract further funding for key infrastructure and development projects, business support and skills initiatives; and
 - take into account changes in government legislation, the need for cross-boundary liaison and in particular the opportunity to retain business rate income under the West of England City Deal.

APPROACH & ISSUES

5.2 The resulting draft Economic Strategy document is structured around :

- Three strategic themes Business ; Place ; People.
- Two cross-cutting Core Values : Sustainability & Health and Wellbeing
- Nine key priorities
 - business growth & investment : business space : business support
 - successful city : vibrant market towns : sustainable connected communities : housing
 - employment & skills : leisure & culture
- An assessment of the Issues / Challenges / Opportunities under each priority
- An Action Plan that addresses the identified opportunities

5.3 In summary the over-arching issues emerging from the Review and informed by the evidence base are outlined below.

- The B&NES economy has survived the economic recession relatively well. Resident unemployment has remained low and youth unemployment is now falling. Key sectors such as creative and digital, ICT and retail have out-performed sub-regional and national trends in relation to employment
- The wider economy has performed less well in relation to workplace employment, output and productivity. A further key issue is the relatively low rate of entrepreneurship. The area has, historically, had a lower 'business birth rate', but also a relatively high 'business death rate'
- Moving forward the Economic Strategy is seeking, in line with the LEP's growth plans and the Council's Core Strategy, to increase the number of jobs in B&NES by 11,500 by 2030 which, taking into account job losses, will require some 16,900 new jobs to be created.

5.4 The Review indicates that the local economy has the potential to realise this growth :

- The Bristol and Bath region is highlighted as having an internationally-significant and fast-growing high tech sector in an influential Centre for Cities report.
- Bath has more than double the national average employment representation in the Creative & Digital sector and over 1.5 times average representation in ICT and the Environmental & Low Carbon sectors

5.5 The Review proposes that by building on the areas business strengths and business specialisms it will be possible to :

- raise the proportion of employment in private sector businesses, particularly in the knowledge economy and higher value added sectors and businesses;
- raise the productivity of private sector businesses, particularly in retail and tourism and the wider visitor economy;

- raise the level of business start-up, particularly in higher value added private sector business activities; whilst at the same time reducing business failure, and thus improving business survival rates and growing the stock of businesses.

PRIORITIES

5.6 The Review puts forward a number of priorities to be addressed in order to achieve the above objectives :

- **Business support & business engagement** : focussed on the priority sectors working in conjunction with the LEP and Business West
- **Destination management & marketing** : to promote a more sustainable, higher value Visitor Economy and attract new business investment through the development of specific investment propositions
- **Delivery of the Bath City Riverside Enterprise Area** : Bath is the economic driver for the wider area providing nearly 70% of overall employment and GVA output and 75% of priority sector employment : a lack of appropriate business space is a constraint to future employment growth in the city.
- **Promotion of employment in the market towns** : the towns of Keynsham and the Somer Valley provide two-thirds of the employment outside the city with a total of 16,600 jobs but need new employment opportunities to be brought forward, to balance planned housing expansion, following major factory closures.
- **Support for the delivery of housing & key transport projects** : housing affordability is an issue and the balance of the housing market needs to be adjusted whilst connectivity to key employment areas is vital for residents and businesses.
- **Encouraging local procurement and energy efficiency** : assisting residents and businesses to reduce their energy costs and “thinking local” on procurement will improve the social, economic, environmental and social wellbeing of the communities we serve.
- **Improving employability & skills** : people and their skills are a major factor in achieving local economic growth and action is needed to:
 - Address the needs of specific priority resident groups
 - Improving access to employment & training in core business sectors
 - Improving the links between businesses and education
 - Skills support to promote growth in the Priority Sectors

5.7. The Economic Strategy Review and Action Plan are attached as Appendices 1 and 2 to this report. It is intended that the Strategy is seen as a Partnership document, rather than one owned by the Council, and that partners will take a lead in delivering some of the actions and reviewing progress. It is hoped to publish the Strategy & Action Plan in October.

MONITORING & REVIEW

5.8. It is proposed to develop a framework for measuring progress against the key priorities in the Strategy through a number of “Measures of Success” which will be developed and agreed in conjunction with the external Economic Partnership Group

5.9. It is intended that these will be monitored on an ongoing basis by the Economic Partnership, reported to Cabinet on an annual basis and covered at an Annual Economic Partnership Conference.

6 RATIONALE

6.1 The Council’s Economic Strategy has provided the strategic context for :

- Bath City Riverside being established as one of five Enterprise Areas across the West of England
- £111m of funding being secured for enabling infrastructure in E.A. and a further £50m of funding being earmarked for a further five priority projects
- 1,600 existing & potential new start businesses supported through Council SLA’s and joint working with the LEP and Business West

6.2 It is important that the Strategy is now reviewed and refreshed to take into account the Strategic Economic Plan for the sub-region, the West of England Strategic Investment Framework for EU funds and the development of business support Growth Hubs to ensure that the Council and it’s partners can continue to realise benefits for the B&NES area.

7 OTHER OPTIONS CONSIDERED

7.1 None

8 CONSULTATION

8.1 The Economic Strategy Review and Action Plan framework have been developed in conjunction with a cross-service Officer Working Group from the Council and with an external Partnership Group drawn for the B&NES Economic Partnership. Appendix 3 sets out the representatives on the partnership group.

9 RISK MANAGEMENT

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

Contact person	<i>John Wilkinson : 01225 396593</i> <i>John Cox : 01225 477294</i>
Background papers	
Please contact the report author if you need to access this report in an alternative format	

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APPENDIX 1

DRAFT

ECONOMIC STRATEGY REVIEW 2014 - 2030

INTRODUCTION

Economic Strategy review 2014

In 2010 B&NES Council approved its first Economic Strategy, developed in conjunction with the B&NES Economic Partnership. The Strategy contains a number of strategic priorities and detailed actions and a commitment to review and refresh the document after a period of three years in 2013.

The review provides an opportunity to take into account major changes in the economy over the past 3 years and the way public and private sector services are now provided. Our aim is to broaden the scope of the Strategy to reflect these changes and to include actions that address wellbeing and reduce inequalities as well as growth in key employment sectors.

In particular the review embraces the whole economy and its contribution to the quality of place, puts wellbeing at the heart of the outcomes it seeks to deliver and takes account of significant changes both locally and nationally including:

- The socio economic impacts of the 2008 recession, changes to the Welfare System and Universal Credit, the increase in the age of retirement and the raising of participation age.
- Reducing unemployment and the numbers of young people not in education, employment or training
- The changes to external partnership relations with the demise of the Regional Development Agencies and Business Links and the creation of Local Enterprise Partnerships (LEP's).
- The pressure on resources, the on-going challenge of moving to a low carbon economy and the demographic impacts of an aging population.

The review will also take into account the work of the B&NES Public Services Board. The Public Services Board is promoting a co-ordinated approach to local services and supporting the closer integration of key strategies to deliver sustainable communities working to a common vision.

Our Vision is Bath and North East Somerset will be internationally renowned as a “beautifully inventive” entrepreneurial 21st century place with a strong social purpose and a spirit of wellbeing, where everyone is invited to think big – a ‘connected’ area ready to create an extraordinary legacy for future generations

Moving forward the Review will seek to build on the area's strengths to create a more productive, higher value added economy. The focus will be on specific priority sectors and creating a range of local employment opportunities which can be accessed by the resident workforce.

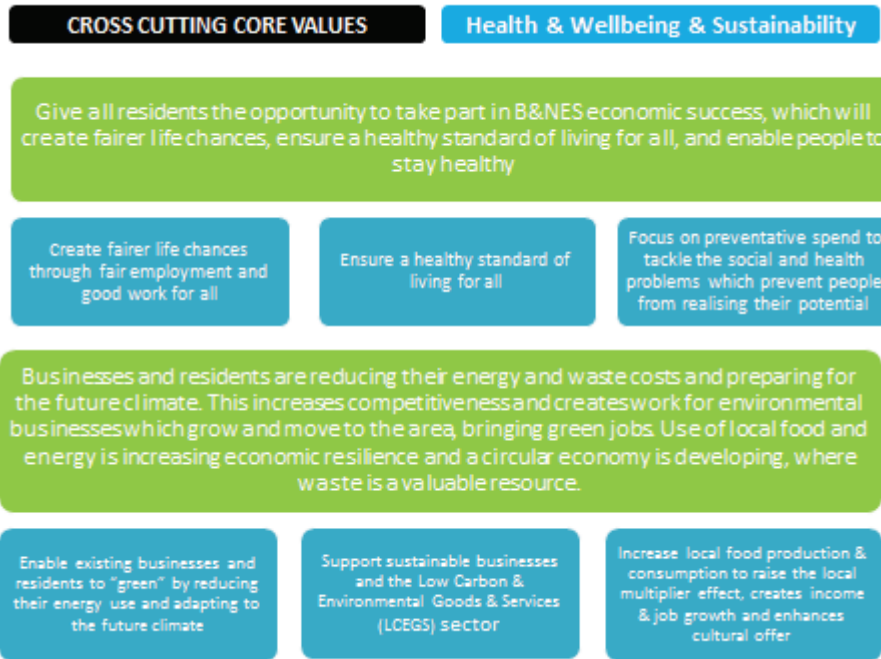
To address the **Strategic Vision** the Economic Strategy Review is structured around three key inter-dependent 'Strategic Economic Themes' **'Business'**, **'People'**, and **'Place'** which are seen as key 'areas of activity' in achieving the Vision. Within the three Themes there are nine 'Strategic Economic Priorities', with a framework of actions and measures for promoting sustainable economic growth.



In order to ensure that the Strategy also considers its relationship with the environment and equality / social inclusion two cross-cutting 'Core Values' have been established: **'Sustainability'** and **'Health & Wellbeing'**.

As resources become more expensive businesses with lean manufacturing methods will be at an advantage and residents that reduce their energy consumption will be better placed to benefit from the economic recovery. Promoting local production and purchasing will help to create a more sustainable economy

By building a dynamic and strong economy we will be better placed to tackle health & social issues in B&NES and establish a fairer more equitable community. By ensuring everyone has an opportunity to succeed we will fully maximise our economic potential



By establishing each of these important economic issues as cross-cutting Core Values we can ensure a strategic approach to local economic development which is sustainable, includes all parts of the economy, and where no-one is excluded.

The Strategy Review document addresses each theme and its strategic economic priorities in turn, setting out the evidenced based economic strengths & weaknesses and issues & challenges within each, and establishing the opportunities for development and growth based on this analysis.



ECONOMIC CONTEXT

Introduction

To 'set the scene' for the Economic Strategy Review, an assessment of the local economy has been undertaken which:

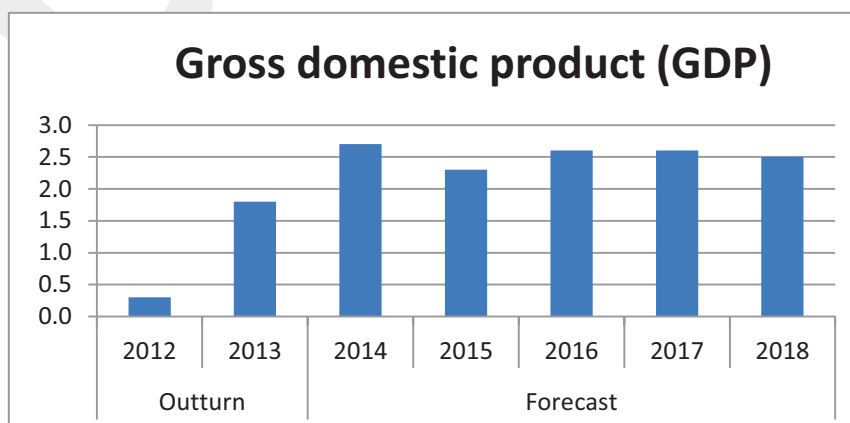
- sets out recent **past trends** nationally and locally
- provides a current '**position statement**' as to where the B&NES economy is now.
- summarises our '**growth ambitions**' for the B&NES economy going forward to 2030.

UK economy in 2014

There is considerable evidence that the UK economy is making substantial progress in recovering from the global economic downturn which began to impact on the UK economy in the spring of 2008. Indeed, the 2014 Budget announcement (HM Treasury, Budget Report – March 2014) gives the following summary medium-term economic forecast for the UK economy (2014 to 2018):

- A revised forecast upwards for UK GDP (Gross Domestic Product) growth from 2.4% to 2.7% in 2014 and from 2.2% to 2.3% in 2015, and forecasts GDP growth of 2.6% in 2016, 2.6% in 2017 and 2.5% in 2018.
- GDP to return to its pre-crisis peak in the third quarter of 2014.
- A revised forecast upwards for employment growth across the forecast period, expecting employment to reach 31.4 million by 2018.
- At the start of 2014, the claimant count was 1.2 million, the lowest level since December 2008, and the Treasury's Office for Budget Responsibility (the OBR - government's independent fiscal watchdog).now expects it to fall below 1 million in 2017 for the first time since 2008.
- Inflation (Consumer Prices Index inflation – CPI) is expected to be below target at 1.9% in 2014 and then to stay at the 2.0% target for the rest of the forecast period.
- Average earnings to grow faster than inflation throughout the forecast period.

These forecasts are made in the light of major restructuring of the UK economy, particularly in such sectors as Finance and the Public Sector, which suggests that the short-term to medium-term prospects for the UK economy are 'good'. In turn, the prospects for the West of England and Bath & North East Somerset economies should also be viewed as equally optimistic.



Source: ONS, Office for Budget Responsibility, March 2014

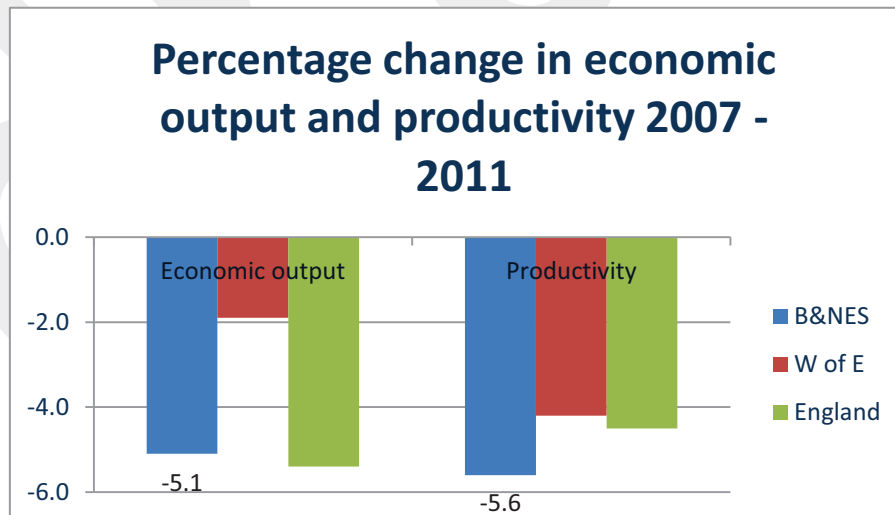
Recent trends and the B&NES economy in 2014

Overall economic performance of the B&NES economy

In 2011, the B&NES economy produced an estimated £3.8 billion of GVA output with total workplace employment of almost 92,000, equating to an average productivity per employee of £41,600. B&NES productivity performance is slightly lower than across the West of England and nationally (£43,100 per job and £42,400 respectively).

The main 'driver' of B&NES' lower productivity is the area's above-average employment in public sector activities such as education and health (36% of B&NES' workplace jobs are in the predominantly public sector activities of Public Administration & Defence, Health & Education compared to 29% across the West of England and 27% nationally) and the relatively large concentrations of employment in sectors such as retail and tourism.

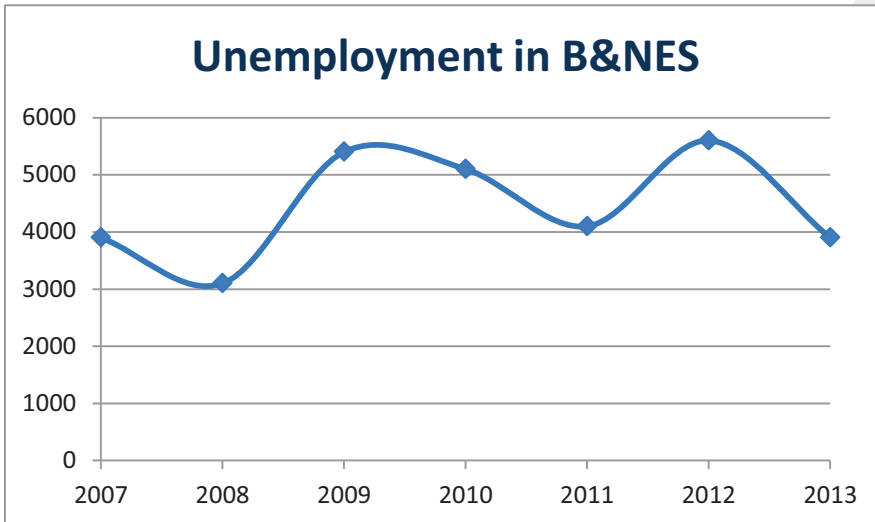
As with the West of England and nationally from 2007 to 2011 the B&NES economy shrank during the 2008 economic downturn. Overall the output of the B&NES economy reduced by 5.1% between 2007 and 2011 compared to a 1.9% decline across the West of England and a 5.4% decline nationally. Productivity also fell across B&NES over the period, by 5.6%, compared to productivity declines across the West of England and nationally of 4.2% and 4.5% respectively



Unemployment

The unemployment rate in B&NES is 3.1% compared to 3.8% in the West of England and 4.9% nationally. Resident unemployment has remained consistently below the national average, although the percentage increase (37%) is greater than the England figure (31%).

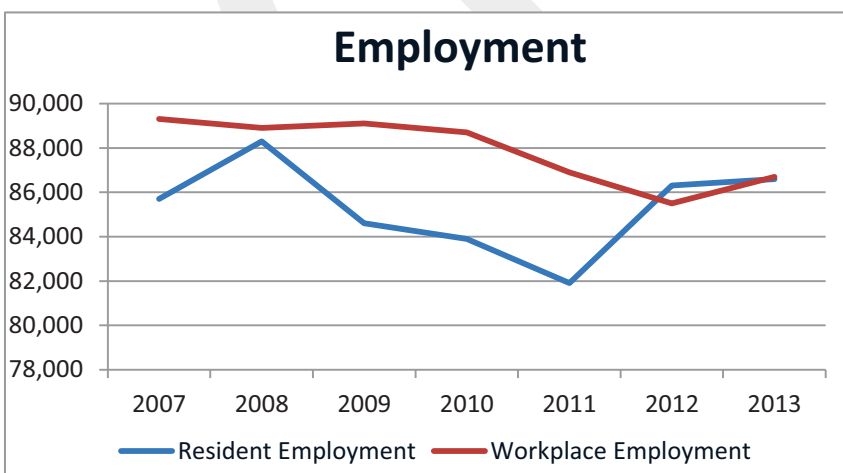
The chart below shows trends in unemployment for 2007 to 2013 for the B&NES economy. In 2007, prior to the economic downturn, B&NES had 3,900 unemployed residents, 28% of whom were claimant unemployed. Overall unemployment reached a peak of 5,600 in B&NES in 2012, but in 2013 numbers reduce significantly, suggesting that the B&NES economy, in line with the national picture, is recovering from the downturn. Indications are that this trend will continue through 2014 and that unemployment could return to 2008 pre-recession levels.



However, whilst overall unemployment has reduced to the same level in 2013 as it was in 2007, the proportion of claimant unemployment at 54% is higher than it was pre-downturn with a steep rise in the proportion of long term unemployment. Nevertheless the overall unemployment rate remains well below the West of England and national figures.

Employment

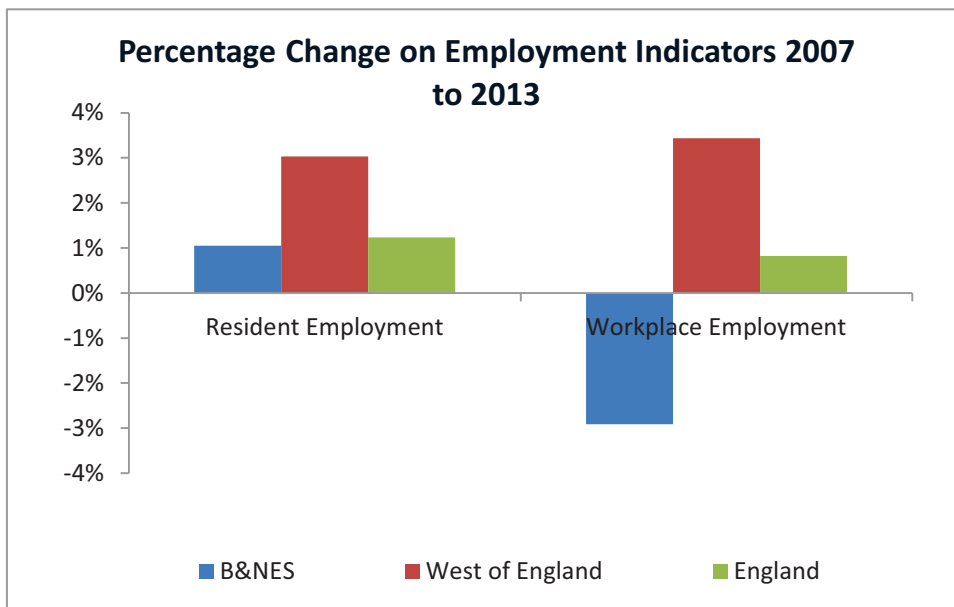
The chart below shows trends in resident and workplace employment for 2007 to 2013 for the B&NES economy. In 2013 B&NES had resident employment of around 87,000, around 1,000 more than pre-downturn. However, workplace employment in 2013, at 87,000, is some 2,000 lower than the pre-downturn level of 89,000.



Over the period, resident employment has been relatively more volatile, declining by far more than workplace employment before recovering more quickly in 2011 as employment fluctuations in the wider sub-region affect people working outside B&NES.

The Chart below compares the trends in resident and workforce employment in B&NES with the performance of those measures in the West of England sub-region and nationally for 2007 to 2013

- As with England, resident employment in B&NES has risen by just over 1%, though across the sub-region this is much higher at 3%.
- Workplace employment in B&NES has declined by 3%, a very different situation to growth of 4% across the West of England and growth of almost 1% nationally.



The overall picture painted by this assessment of the B&NES economy is that whilst resident unemployment has remained low, the wider economy has performed less well in relation to workplace employment, output and productivity driven principally by changes in public sector employment.

However, growth in the knowledge economy locally has outstripped both the West of England and England (5% compared with 4% and 2%). The above average representation in sectors such as Information & Communications, Creative & Digital, Environmental & Low Carbon and Health & Wellbeing is also supporting the local economy to recover more quickly.

Our Growth Ambitions 2010 – 2030

As part of the West of England Local Enterprise Partnership (LEP) we share our partners ambitions for promoting growth across the sub-region. The LEP have recently submitted their Strategic Economic Plan to Government. This sets a baseline for delivering 65,000 jobs and 2.6% GVA growth in the West of England to 2030, with an ambition to promote higher levels of growth dependant on the level of Government funding for infrastructure and employment projects.

Historically the B&NES area has contributed 15% of total jobs and economic output in the sub-region and the ambition is that this will continue to be the case. Moving forward the Economic Strategy is seeking, in line with the LEP's growth plans and the Council's Core Strategy, to increase the number of jobs in B&NES by 11,500 by 2030 which, taking into account job losses, will require some 16,900 new jobs to be created as set out below.

Summary of B&NES 2010 to 2030 Growth Scenario			
	2010	2030	Net Change
Employment by Sector (SIC 2007)			
Agriculture & fishing	700	500	- 200
Energy & water	1,100	1,200	100
Manufacturing	4,700	4,500	-200
Construction	4,100	5,300	1,200
Distribution, hotels & restaurants	21,800	24,800	3,000
Transport & Communication	6,600	9,500	2,900
Banking finance & insurance etc.	13,800	22,100	8,300
Public admin education & health	31,100	25,900	- 5,200
Other services	4,900	6,500	1,600
TOTAL	88,800	100,300	11,500

Delivering the economic growth set out above will require a focus on protecting manufacturing jobs and increasing employment in selected priority sectors. Overall total local employment would increase by 12% and the value of the local economy would grow by over £3bn.

The table below summarises the changes in the key economic indicators.

Summary of Key Economic Indicators 2010 - 2030			
	Average Annual Growth Rate		
	B&NES	WofE	England
Average Annual Growth - Productivity	2.7	2.3	2.3
Average Annual Growth - Jobs	0.6	0.8	0.8
Average Annual Growth - GVA	3.2	3.2	3.1

BUSINESS THEME

The Economic Strategy for Bath and North East Somerset (update 2014)

To promote business growth which delivers increased productivity and average earnings and provides local people with access to sufficient quality sustainable jobs across the economy“

Introduction

The Business Theme provides an overview of the issues, challenges and opportunities regarding business and entrepreneurship in Bath & North East Somerset, and sets out a strategic approach to addressing these issues and challenges going forward. Encouraging and enabling businesses and entrepreneurs to grow and prosper is fundamental to ensuring a competitive local economy for the future and realising the aim of the Business theme.

THREE KEY PRIORITIES FOR ACTION



Promoting appropriate
Business Growth &
Investment



Delivering a supply of
Business Space that meets
local business growth needs



Providing a comprehensive
Business Support service
for SME's

Business and ENTREPRENEURSHIP

B&NES' £3.8 billion of annual economic output is produced by around 8,500 business enterprises (VAT/PAYE registered businesses) and over 13,000 self-employed. These businesses are also responsible for B&NES' 92,000 total workplace employed population, who each produce an average of £42,000 per annum of output.

ISSUES and challenges

Business Size

The average **size of businesses** in B&NES is smaller relative to the national picture (only 15% employ more than 10 people compared with 19% and 17% for the sub-region and nationally). Overall local businesses tend to be more "mature" with 65% having traded for more than 3 years (compared with 60% in the West of England and nationally).

Productivity

The main indicator of the overall competitiveness of the B&NES economy and its businesses is **productivity**. As established earlier the main 'driver' of B&NES' lower productivity is the area's above-average employment in the public sector and the relatively large concentrations of employment in sectors such as retail and tourism. This is further exacerbated by above average part-time employment (42% compared with a sub-regional figure of 35% and a national rate of 33%) and a below average representation of larger businesses which tend to have higher productivity than smaller businesses.

Entrepreneurship

In addition to relatively low productivity, a further key issue is the **low rate of entrepreneurship**. The area has a lower 'business birth rate', but also a relatively high 'business death rate', which when combined make for lower growth (or decline) in the local business stock (between 2009 and 2011 the stock of businesses in B&NES declined by around 2%). As well as business start-up, B&NES' growth in self-employment is also weak; self-employment in B&NES grew by 14% from 2001 to 2011 compared to much larger rises witnessed across the West of England (23% and 26% respectively).

Workplace Earnings

Partly as a result of the above **workplace earnings** are substantially lower than found across the West of England and nationally (average gross weekly pay in B&NES is £382 compared with £410 across the West of England and £422 nationally). Furthermore, earnings have demonstrated very weak growth over the last ten or so years; between 2003 and 2013 workplace earnings in B&NES grew by just 5% compared to 18% growth across the West of England and 24% nationally.

Business and ENTREPRENEURSHIP

OPPORTUNITIES

To address the inter-linked issues of low productivity, limited entrepreneurship and below average wages the focus has to be on building on the areas business strengths and business specialisms in specific priority sectors. By supporting business growth and investment in these areas, B&NES can close the productivity gap and workplace earnings gap which exists between itself and the broader West of England and the national economy

The priority business sectors

Priority sectors are seen as strategically important to the local economy. Their “strategic” importance is because they are large employers and/or higher value added and/or are higher growth, or are expected to demonstrate higher growth in the future. They are the sectors to ‘prioritise’ for support and intervention as they are essential in ensuring the longer-term competitiveness and stability of the local economy.

There are **8 Priority Sectors** in B&NES defined as “Core” or “Key” sectors. Core sectors currently employ significant numbers of people locally and will continue to be important in employment terms. Key sectors are generally smaller in employment terms but higher value added and offer the potential for significant future expansion.

CORE SECTORS	KEY SECTORS
<ul style="list-style-type: none"> • Tourism, Leisure, Arts & Culture • Retail • Health & Wellbeing • Finance & Professional Business Services 	<ul style="list-style-type: none"> • Creative & Digital • Information & Communication (ICT) • Advanced Engineering & Electronics • Environmental & Low Carbon

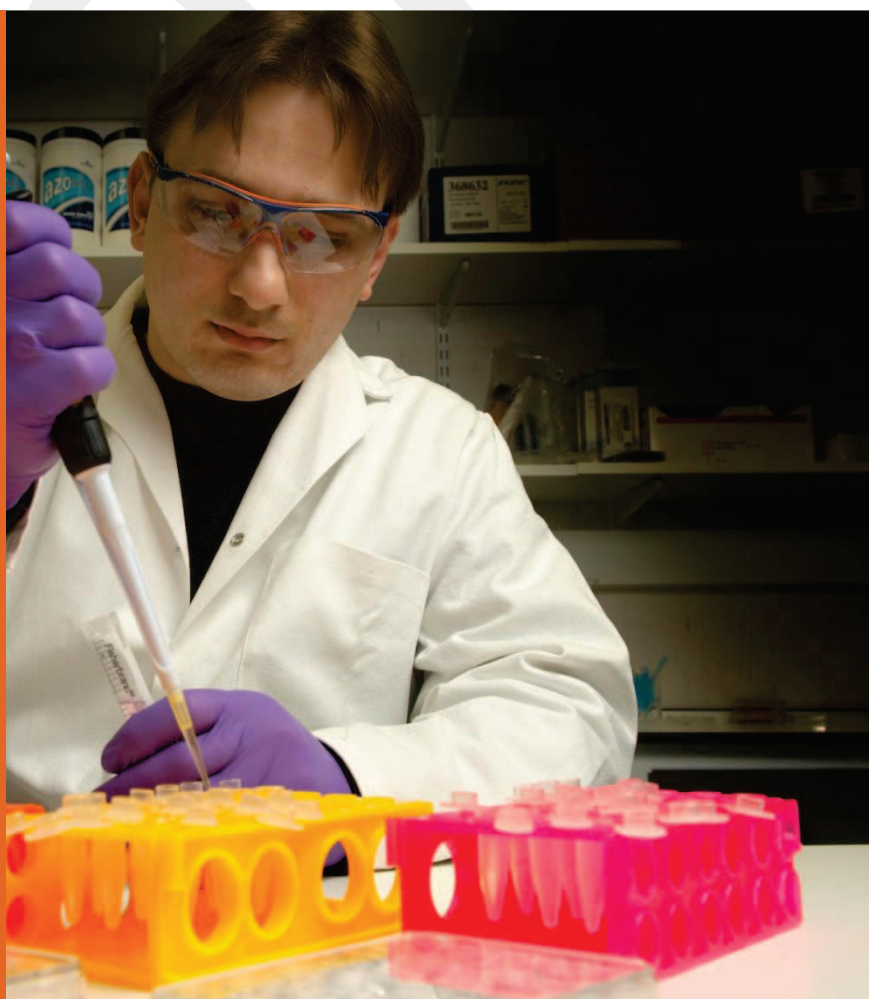
Their employment and overall economic contribution (GVA output) is set out in the following table together with their ‘location quotient’ – their representation in the local economy compared with the national economy

PRIORITY SECTOR	EMPLOYMENT	GVA OUTPUT		LOCATION QUOTIENT
		TOTAL £m	PER EMPLOYEE £	
Tourism / Leisure / Arts & Culture	10,300	£205	£19,900	1.23
Retail	10,200	£233	£22,900	1.16
Health & Well-Being	11,100	£337	£23,700	1.28
Financial & Professional Business Services	8,500	£672	£79,000	0.84
ICT / Creative & Digital	5,800	£418	£72,000	1.25
Advanced Engineering & Electronics	2,700	£159	£58,900	0.73
Environment & Low Carbon	1,300	£238	£183,300	1.48

The **priority sectors** cover 58% of B&NES' total employment (excluding self-employment).

In terms of their output contribution, and because on average the Priority Sectors are higher value-added in terms of productivity, they account for a much larger share of B&NES' total output; the eight priority sectors account for 64% of B&NES' GVA.

The **priority sectors** have the potential to deliver up to 11,500 new jobs in B&NES by 2030 and make a significant contribution to increasing the areas GVA output and productivity.



B&NES' representation in the 'Knowledge Economy'

In addition, the Priority Sectors offer the opportunity for B&NES to exploit its business strengths in the 'Knowledge Economy', activities in which the UK economy is expected to maintain, and increase, its global competitiveness, and in conjunction with the LEP to develop a "Smart Specialisation" approach.

Focussing on digital & creative media, low carbon, high tech industries, advanced engineering & aerospace and professional services the Local Enterprise Partnership Strategic Economic Plan proposes a "smart specialisation" approach for the sub-region.

"Smart specialisation focuses on key enabling technologies. The role of innovation in smart specialisation is key, as is knowledge creation and utilisation, investment in skills and human capital, and the role of agglomeration, clusters, networks and 'knowledge spill-overs'".

There are two indicators which highlight how B&NES performs in terms of the knowledge economy;

- employment representation in the knowledge economy and high & medium technology manufacturing
- the share of employment in higher skilled occupations.

On both of these indicators B&NES performs extremely well compared to both the West of England and national economy:

In B&NES, 32% of employment lies in the 'Knowledge Economy and High & Medium Technology Manufacturing' compared to 30% across the West of England and 28% nationally.

Between 2009 and 2012 employment growth in the Knowledge Economy in B&NES has also been relatively high; B&NES' employment in the knowledge economy and high & medium technology manufacturing grew by 5% compared to 4% across the West of England and just 2% nationally.

Some 63% of workplace employment in B&NES is located in higher skilled occupations compared to 60% across the West of England and just 55% nationally.

In terms of growth in higher skilled occupations, B&NES has seen a 15% rise in its share of employment in these occupations between 2004 and 2013 compared to an 11% rise across the West of England and a 6% rise nationally.

Business engagement, investment and promotion

To take full advantage of the potential for growth in the area's key sectors and knowledge economy will require a **proactive approach** to business engagement and business investment and promotion.

Understanding the business needs of key sector companies and having a close relationship with the leading businesses in each sector will be an important pre-requisite for enabling local economic growth and an acknowledgement that the bulk of future business investment and growth will come from indigenous companies.

However, if the area is to achieve the planned levels of economic and employment growth new **"inward" investment** will also be required. Historically the area has not attracted significant inward investment but moving forward the development of the Bath City Riverside Enterprise Area will provide opportunities to attract new companies to the area building on Bath's strong international brand and the quality of life offered by the area as a **"beautifully inventive"** place. This will also enable opportunities in N.E. Somerset & the market towns to be promoted to a wider audience.

The Local Enterprise Partnership Strategic Economic Plan sets out how the **5 LEP Priority Sectors** will be supported by investing in four well-evidenced 'levers of growth'. One of these levers is as follows:

'Investment & Promotion – building on our region's image & identity and the role of the Invest Bristol & Bath shared inward investment service'

To maximise the opportunity and benefits of working with the **LEP** and **Invest in Bristol & Bath** will require the identification and development of specific development "propositions" and the availability of modern business premises which can be used to attract investors, developers and end occupiers.

Sustainable growth

The business opportunities related to sustainable growth are essentially threefold:

- The establishment and growth of the environmental & low carbon business sector as a business sector in its own right which can in turn help to facilitate :
- The opportunity to encourage businesses and business supply chains to adopt efficiency measures which will use fewer resources whilst at the same time boost profits through associated cost savings.
- The opportunity to encourage businesses to explore their exposure and risk to problems associated with climate change, and to undertake appropriate mitigation and adaptation

Summary of the issues, challenges and opportunities for business and investment



In summary, the key business issues and challenges for B&NES, each often inter-related are as follows:

- The eight priority sectors;
- Raising the proportion of employment in private sector businesses, particularly in higher value added sectors and businesses;
- Raising the productivity of private sector businesses, particularly in retail and tourism;
- Raising the level of business start-up, particularly in higher value added private sector business activities; whilst at the same time reducing business failure, and thus improving business survival rates and growing the stock of businesses.

Business SPACE

ISSUES and challenges

Stock

Overall in the main urban areas in B&NES there is 205,000sqm of **office floorspace**. By far the largest amount (84%) is in Bath with the remaining 16% shared equally between the Somer Valley and Keynsham. This reflects the importance of Bath as the predominant office market area with the market towns catering only for specific local demand.

In addition there is 371,000sqm of **industrial floorspace** in the urban areas. However this time the split is different with Bath and the Somer Valley each having 40% of the floorspace and Keynsham the remaining 20%. The split confirms the historic role of the Somer Valley as the industrial heartland of the area with the floorspace in Bath being focussed on local service manufacturing alongside a small number of larger advanced engineering companies.

Demand

The demand for office space is focussed on Bath and is driven in the main by indigenous business expansion. Annual average take-up is around 10,000sqm per annum. The take-up of industrial space is lower at around 2,000sqm per annum, although this can vary on a yearly basis depending on specific occupations in N.E. Somerset.

Supply

Industrial

The lower take-up rate for **industrial** premises is in part a result of **restricted availability**. The typical vacancy rate for industrial property across B&NES is 3%.

In Bath the rate is less than 1%. This places a severe restriction on occupiers looking for space and has resulted in companies relocating out of the area to Bristol and Wiltshire. In addition the Green Belt which covers most of the northern half of B&NES has meant that no new industrial sites have come forward.

In N.E. Somerset there has been more choice due to the availability of industrial land at the Bath Business Park Peasedown St John and the Westfield Industrial Estate. However both these sites are now largely at capacity and there is a need to bring forward new employment locations.

Offices

The situation in the **office** market is different. There is little availability in N.E. Somerset given the limited local nature of demand, although this belies the potential of Keynsham given its location and good connectivity.

In Bath the vacancy rate for offices is 7.5% which suggests that the market is broadly in balance. However the quality of the overall office stock and the available floorspace is an issue.

Of the 120,000sqm of office space in the Bath central area only 12% is classified as grade A and much of the available space in the preferred central Bath locations is generally of poorer specification. This results in a perception of an oversupply of office accommodation and reduced rental levels due to competition across the board. This in turn contributes to a lack of investor and developer activity in the City.

Workspace

The availability of workspace for more specific end users seeking **creative, flexible managed space or incubation / innovation facilities** is also an issue, where managed workspace is under represented compared with neighbouring authorities and whilst there is operator interest there are few potential opportunities.

Business SPACE

Opportunities

To deliver a supply of business space that meets business growth needs in B&NES will require the following key issues to be addressed:

Raising the quality of office floorspace in Bath

There is a pressing need for new grade A office floorspace in the city. Economic forecasts indicate that, to deliver the required level of economic growth and in particular to facilitate the expansion of the key business sectors up to 50,000sqm of modern centrally located floorspace is required.

Addressing the shortage of industrial floorspace by bringing forward new strategic employment locations

Whilst the overall amount of industrial floorspace is likely to contract as employment in the manufacturing sector reduces analysis indicates that losses are likely to exceed forecast reductions.

The redevelopment of former industrial sites in **Keynsham** and the **Somer Valley** and the regeneration of brownfield sites through the **Bath City Riverside Enterprise Area** are the main drivers in this process. This combination of excessive loss of space combined with severely restricted supply will inevitably result in key industrial companies and service manufacturing businesses having to relocate from the area due to lack of modern accommodation and new sites coming forward.

Given the environmental constraints in areas surrounding Bath, new strategic employment locations need to be brought forward in Keynsham and the Somer Valley

Making provision for the specific space needs of small creative and knowledge based businesses by increasing the supply of flexible managed workspace and facilitating the expansion of innovation and incubation facilities.

Action is required to build on partner and operator interest to bring forward:

A new **Creative Industries Hub** in Bath

Additional **managed workspace** in Keynsham and the Somer Valley

An expansion of University linked **innovation and incubation facilities**

Business SUPPORT

ISSUES and Challenges

The overview of the challenges facing the delivery of future business growth and investment highlighted the need to **improve entrepreneurship** in B&NES. Raising the level of business start-up (particularly in higher value added private sector business activities), whilst at the same time improving **business survival rates** through targeted business support measures is an essential element in delivering future economic growth.

There is a wide range of **business support programmes** and products already in existence and in terms of local provision the priorities should be to:

- Add value to existing business support activity
- Fill gaps in provision
- Ensure businesses are aware of the support available and how to access it
- Secure funds and develop local support programmes
- Work with the Local Enterprise Partnership and other local partners to ensure appropriate local business support provision

Business SUPPORT

Opportunities

Working with the Local Enterprise Partnership

In its Strategic Economic Plan the LEP sets out the 'levers of growth' that will be used to promote economic growth in the sub-region. One of these levers concerns small & medium size (SME) business support as follows:

'SME Business Support – supporting the 85% of businesses in the region that are engine for growth in our area'

In the Plan there are three key components of SME Business Support:

Increasing the number and quality of start-ups

Building the local business stock is a cornerstone of the LEP's approach, with the main focus on the high-performing minority of start-ups which they will seek to select, support and persuade to grow in this area. Support will be linked with the Set Squared Innovation Centres and with existing Starting a High Growth Business programmes. To help new companies through their formation phase proposals include

- Establishing an **angel investor network** and increasing the availability of investor readiness support
- The establishment of **flexible workspace** and "landing pads".
- Creating outward looking **networks** that connect companies to talent and opportunities to meet customers, partners and investors

Encouraging companies to increase trade overseas

The West of England is the strongest performing export area within the South West region and the LEP intends to increase the proportion of SMEs who trade overseas. Building on the well regarded South West UKTI service it is proposed to use European and other public funds to broaden and deepen the support available to first time exporters and to those exporters wanting to try new and particularly emerging markets.

Improving the capability of existing businesses

The Strategic Economic Plan acknowledges that the majority of business start-ups (62%) fail to survive 10 years. The survival rate after 3 years is better, 62% in the West of England compared with 60% nationally and in B&NES the rate is higher at 64%.

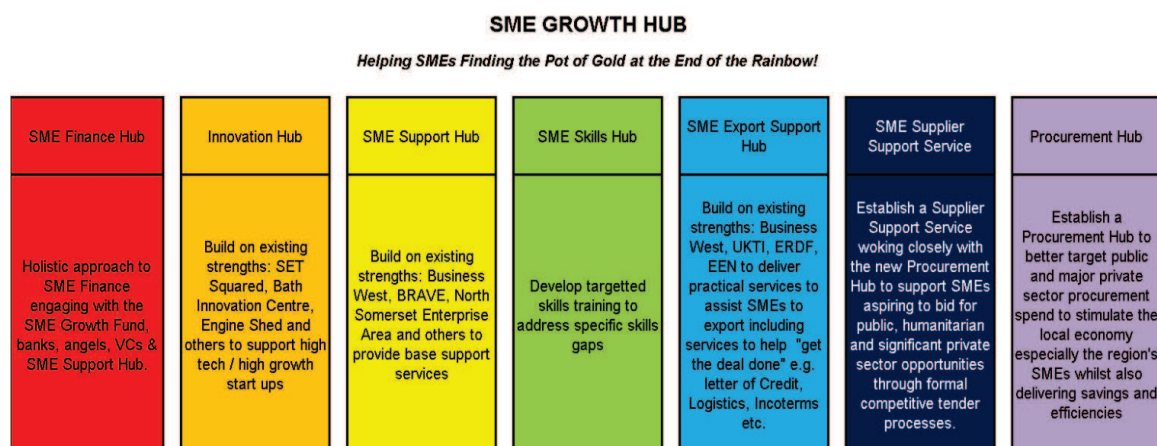
Evidence indicates that businesses that access **support and advice** have a better chance of survival and it is proposed to develop a 'menu' of start-up and existing business support services linked to a centralised clearing and brokerage service including:

- Access to existing local business support.
- Alignment with Enterprise Zone/Areas and existing business incubator /enterprise centres.
- Interfaces with the SME Growth Fund, including business finance schemes, banks, angel investors and venture capital funds.

There will again be an emphasis on high-growth potential key sector companies but **sustainable jobs growth** in any SME will not be ignored.

The West of England Growth Hub

The LEP propose to deliver these services through an SME Growth Hub serving the West of England, which will become part of the national Growth Hub Network. The Growth Hub is funded through the government’s Local Growth Deal and income from users. It is intended to take a “no wrong front door” approach to accessing the Hub using a range of public and private sector partners to promote “local” access. As a primary means of raising awareness, the existing **Business Navigator website** will be upgraded to include more effective information and diagnostic tools.



To ensure that local businesses are aware of and have access to the full range of business support will require the Council, working in partnership with the Universities, Colleges, Chambers of Commerce, Federation of Small Business and other business representation organisations to establish local access to the Growth Hub in B&NES.

Local support services for start-up & newly established businesses

The analysis of the business stock in B&NES indicated that the area has an above average number of small (less than 10 employees) businesses.

The large majority of these businesses (80%+) are locally owned and many are run by “sole proprietors”. Employment in locally owned businesses was responsible for off-setting wider job losses in the area during the recession, limiting the overall reduction in employment in B&NES to 2% compared with 4% in the sub-region. There is strong representation in the priority sectors including tourism, creative and information and communication.

Maintaining the existing locally accessed support services, currently commissioned by the Council for all local businesses is therefore particularly important in B&NES.

PLACE THEME

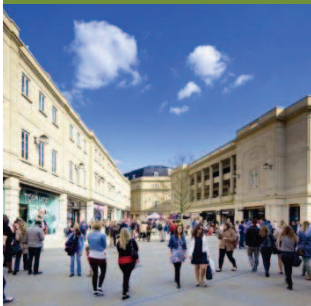
The Economic Strategy for Bath and North East Somerset (update 2014)

Introduction

The geography and infrastructure of Bath & North East Somerset is as diverse as its business stock, with a range of issues and opportunities. The Place theme of the Economic Strategy seeks to articulate and support the contributions of the City of Bath and the surrounding market towns of Keynsham and the Somer Valley to the local economy, recognises the key role that Housing plays in supporting economic growth and promotes the opportunities offered by building a Low Carbon economy and delivering improved connectivity.

By ensuring that these factors are supported and addressed it will be possible to develop a sustainable economy for the whole of Bath & North East Somerset that can provide a strong quality of life and high standards of living and working.

KEY PRIORITIES FOR ACTION



Successful City



Vibrant Market Towns



Sustainable Connected Communities



Housing

Successful CITY

Bath is a **World Heritage Site**, an international **tourism** destination and a regional **shopping** centre. The city has an enviable reputation for its quality of life and plays a crucial role in the B&NES economy. It provides nearly 70% of the areas employment and economic output (GVA) and is home to over 50% of B&NES businesses. More importantly 75% of knowledge based and priority sector employment is based in the city.

In contrast five local areas (Local Super Output Area's – LSOA's) with in the city fall within the **top 20% most deprived areas** in the country.

It is critical to the future economic well-being of the area that :

'Bath will remain a visitor friendly City with an international reputation for world class heritage and as a centre for innovation, enterprise and high quality education'

International visitor destination

ISSUES & challenges

Tourists currently spend **£375m** in the local economy, supporting 8,700 local jobs and producing **£162m** GVA/annum into the local economy of Bath & N. E. Somerset. The bulk of the employment and economic output is focussed on Bath where it is integral to the city's wider visitor economy.

A strong **visitor economy** is key to the status of Bath as an International visitor destination. It is central to the continuing success of a broad and diverse retail sector; it underpins the city's rich cultural offer and has a significant role to play in attracting broader investment.

Bath is recognised as a **regional shopping destination**. The city centre has over 700 retail units and in excess of 100,000sqm of retail floorspace which is significantly more than would normally serve a city of 89,000 people and is an indication of the strong inter-connection between the retail and tourism sectors. In 2011 retail expenditure in the city was estimated to be over **£600m**.

The city's reputation as an international visitor destination is also a driver for the cultural sector in Bath. The wider visitor economy, covering the tourism, leisure, culture and retail sectors accounts for 15,500 jobs, 25% of total employment in the city, and generates **£315m** of GVA annually.

Employment in the visitor economy has **increased by 3.2%** over the last five years and is forecast to continue to grow by circa 3,500 jobs. The focus should be on building a more sustainable higher value added product which will benefit both Bath and the wider area. Currently there are over 5.6m visitors each year to the city but only 16% are staying visitors, who on average spend x5 more per head than day visitors.

There is ongoing competition both from the domestic and international markets and in order to respond to this the visitor economy sector needs to work in partnership; to attract, manage and develop a **flourishing and sustainable tourism and leisure industry** which contributes to economic prosperity, enhances the image of Bath and the surrounding area and is in harmony with its unique environment.

International visitor destination OPPORTUNITIES

To deliver a successful and sustainable visitor economy will require on-going investment in the “place” and in “place” marketing.

Develop, manage and promote a sustainable visitor economy

Raising productivity by addressing seasonality issues, focussing on high value markets and prioritising staying visitors, linked to improved use of information technology will help to develop a more sustainable tourism sector.

Bath is recognised as one of the premier visitor destinations by Visit England and Visit Britain. This provides opportunities to engage in national & international marketing initiatives and help shape strategic thinking with national agencies and government.

To maintain this relationship will require continued support for a public / private sector destination marketing organisation and the development of an up to date **Destination Management Plan** providing a joined-up approach to destination marketing, place management and events programming.

Maintain and enhance the city centre as a regional retail, leisure, cultural and sporting destination

The quality of the city centre is a key element in the visitor destination offer and since its inception in 2010 the **Bath City Centre BID** has, working in conjunction with the Council, brought private sector resources to bear on the maintenance of a

high quality public realm and helped to shape and manage the retail and hospitality product.

The continuation of the BID beyond 2015/16 would provide opportunities to supplement resources and add value to the destination marketing strategy; making an important contribution to maintaining an attractive city centre.



Utilise the city's World Heritage Site, Cultural, Spa and independent shopping credentials as key elements of the visitor destination offer

A refreshed and updated version of the existing co-ordinated Visitor Marketing Strategy is required to maximise the potential for development of the visitor economy.

The Strategy will ensure that growing and high value markets continue to be targeted, include the development of a year round Festivals and Events programme and develop opportunities to spread the benefits of tourism to surrounding rural areas.

Centre for enterprise and innovation

ISSUES & Challenges

Given the focus of priority sectors in Bath it unsurprising that growth in employment in the **knowledge economy** in the city, which increased by 7% between 2009–2012, has outstripped increases in the wider B&NES area (5%), the West of England (4%) and nationally (2%).

Nearly 60% of employees in the city are in **higher skilled jobs** with over 40% of residents possessing NVQ level 4 or above qualifications compared with 36% in the sub-region and 30% nationally. Bath's two Universities are key to the supply of highly qualified workers and are also a source for entrepreneurialism and local economic growth with several significant companies in the city having spun out of or benefitted from links with the Higher Education (H.E.) sector.

A recent Centre for Cities report highlighted the Bristol and Bath region as "**having an internationally significant and fast growing high tech cluster**" and Set Squared, an innovation collaboration between Bristol, Bath, Exeter, Southampton and Surrey Universities, has been named as Europe's top university Business Incubator in 2013 and 2014.

The main constraint to further future growth in the city's knowledge economy is the lack of appropriate business space of the right type and right quality.



Centre for enterprise and innovation

OPPORTUNITIES

Investment in the implementation of the **Bath City Riverside Enterprise Area** is the key opportunity for the delivery of high value added knowledge driven growth in the city.

New commercial and business quarters developed in & on the edge of the city centre

The lack of **high quality modern office space** in Bath has been acknowledged, both in relation to the overall stock and the current supply. The historic business quarters in Bath are based largely on period office stock which is now less attractive for business occupation. Occupiers are seeking new locations convenient for the city centre and public transport links and there is a need to create a new **Central Business District** for the city.

The Bath Office Market Review report has highlighted the shortage of quality office space and identified Bath Quays, Manvers Street and Bath Western Riverside / Green Park as the key locations for the provision of new supply.

Build on the city's strengths in innovation & research linked to the H.E. Sector

The Bath University **Innovation Centre** at Carpenter House is part of the highly regarded Set Squared facilities. It is at capacity and has a waiting list for desk space. There is an urgent need to expand the facilities to double as a first phase expansion project which can be linked incubation or "move-on" facilities.

The Art and Design faculties at Bath Spa University are also creating a need for creative workshop / studio space.

Support the small business & creative sectors through the delivery of new workspace

The city is under-provided with **managed business space** but operators have not been able to identify any specific development opportunities.

The Creative Hub & Sector Support Study suggested that over the longer term (2012-2030) there could be a need for up to 20,000sqm of space for the **Creative & Digital sector**, with a medium term need of 1,000–2,000sqm. The feedback from businesses surveyed was that:

There are high levels of self-employment, freelancing and new entrepreneurial ventures across the creative and digital sectors which is fuelling the demand for flexible workspace such as co-working and other 'drop-in' facilities.

There are a number of successful instances of the co-location of creative and digital businesses in Bath. However, there is recognition among many more established firms that there is a lack of suitable workspace to facilitate such clustering on a greater scale, this in turn is constraining opportunities for growth

Improving the profile for the sector is paramount to its continued performance. This is central to the successful delivery of a hub which needs visibility to enhance perceptions of creative and digital activity in Bath

There is also a need for "Landing Pads", small flexible business spaces which can accommodate newly re-located or expanding small businesses with tailored business support packages available.

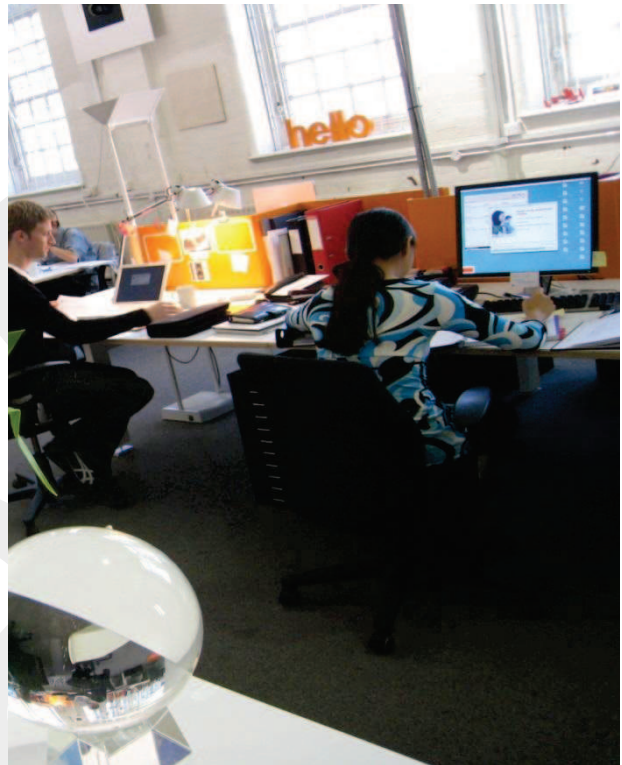
Connected City ISSUES & Challenges

The city is home to nearly 89,000 residents and 4,500 businesses employing 56,000 people.

A recent survey of office occupiers in the city centre found that the top priority in relation to any office space needs was access to **broadband connectivity**. This is particularly important for the city where over 14,200 people are employed in key sectors such as **Information & Communications** and **Creative & Digital** where access to sufficient bandwidth is vital for ongoing business operations.

A further 16,000 people are employed in the education sector including the city's two **Universities** where again high bandwidth is essential for research projects and the **commercialisation of research**.

Increasingly residents also require **access to broadband** to enable access to information and services and to facilitate flexible and home working. However 7,400 city residents live within the 20% most deprived local areas (LSOA's) in the country where it is less likely that they will have access to adequate broadband facilities.



Bath is well provided by fibre enabled telecoms cabinets but broadband speeds can be limited, depending on the physical distance to the cabinet, by the use of copper wire between the cabinet and the premises.

Generally speaking the existing network offers a minimum of 2Mb/sec up 25Mb/sec classed as **superfast broadband**.

However this limited service does not always meet the needs of businesses who seek access to ultrafast 100Mb/sec bandwidth which requires fibre to be provided to the premises. This can be achieved but can prove too costly for small businesses. 82% of businesses in the city employ less than 10 people.

Connected City OPPORTUNITIES

A strategic “Digital B&NES” response is being developed to address the above issues, to establish Bath as a **Connected City** and facilitate digital access for businesses and residents in Bath.

Ultra-fast Broadband in the Enterprise Area & City Centre

Working with a commercial provider we will seek to make the Bath City Riverside Enterprise Area a national exemplar project for the delivery of **ultra-fast broadband** utilising B&NES Council’s extensive network of ducts across the city and in conjunction with the Local Enterprise Partnership, develop a “voucher” system to encourage SME’s to connect to broadband services.

Wireless Connectivity in the City Centre

Being able to access digital information **wirelessly** across the whole of the city centre would be of benefit to businesses, particularly those in the retail and tourism sectors, and to residents seeking information on goods and services.

The network of publically owned street furniture provides an opportunity to work with a commercial provider to utilise selected furniture to deliver a wireless network across the city centre. This would then provide a base for the development of a **multi-platform information system** available to residents, visitors and businesses in Bath.

Terrabit West

Terrabit West is a project to deliver a high capacity closed broadband network serving the sub-region which can be used for research and product development. Connecting the Bath City Riverside Enterprise Area into the Terrabit West network would enable **‘high-tech’ companies** to innovate and commercialise new ideas with less risk.

Promoting Access for the Digitally Excluded

Recycling redundant PC’s to families in deprived wards in the city to facilitate their digital connectivity will enable them to better utilise the increasing amount of on-line information and access the range of goods and services available in the city .

Connecting New Development

Working with the WofE LEP we will research “best practice” in using the planning system to ensure new development sites in the sub-region’s Enterprise Zone and Enterprise Areas are fibre enabled.

Vibrant MARKET TOWNS

Issues, challenges and opportunities

Whilst Bath is the economic driver for the B&NES area, the market towns of Keynsham and the Somer Valley area provide two-thirds of the employment outside the city with a total of 16,600 jobs, just over 20% of the total jobs in B&NES.

The market town areas also provide nearly 20% of the area's GVA output and 24% of the total stock of businesses, although only 14% are in the priority business sectors. They are home to 28% of the area's population; an indication that both areas suffer from high levels of out-commuting which is in excess of 60%.

This situation has been exacerbated by major factory closures including Cadbury in Keynsham and Polestar, Alcan and Welton Bibby Baron in the Somer Valley. Keynsham has been particularly affected by the closure of Cadbury which has seen the town's relatively small employment base reduce by 11%.and a 5% reduction in the overall business stock and priority sector representation.

The Somer Valley by comparison has managed to recover from the earlier factory closures. Overall employment has increased by nearly 4% and there has been a 16% increase in key sector employment focussed on the health & wellbeing and tourism, leisure & culture sectors. However the area remains heavily reliant on manufacturing which accounts for 20% of total employment compared with just 5% overall in B&NES.

The recovery in the Somer Valley is largely as a result of the availability and development of employment land at Westfield Industrial Estate and the Bath Business Park at Peasedown St John. Both these employment sites are now almost fully built out and with vacancy rates for employment space at 3% or below across N.E. Somerset. There is an urgent need to bring forward new strategic employment locations in the market towns to enable future local economic growth

ISSUES and challenges

The Town Centres

As well as centres for employment, the town centres of Keynsham, Midsomer Norton and Radstock act as local service centres for the immediate population and surrounding rural areas, offering a range of retail, leisure and sporting facilities. In this role the town centres also make an important contribution to local employment.

Keynsham has circa 150 retail units and 13,500sqm of retail space. The town has previously suffered from a limited comparison and hospitality offer but this will potentially be addressed following the strengthening of the food retail offer in the town and B&NES Council's investment in the redevelopment of **The Centre Keynsham** which will provide new office space, civic facilities and additional larger units for food and comparison retail space.

The Centre redevelopment will also deliver public realm and traffic management improvements as part of an overall emerging strategy for improving the environment and reducing traffic impacts which continue to adversely affect the town centre.

Midsomer Norton has three times the number of retail units as neighbouring Radstock town centre and serves as the market town for the Somer Valley area. Overall it has a similar amount of retail floorspace to Keynsham but to date has provided a more diverse offer. The main issue is the lack of medium sized and larger retail units, which is a constraint to attracting more national

retail operators, and the relative weakness of the food retail offer which leaves the town centre exposed to out of town food retail provision.

Like Keynsham, MSN town centre can be affected by traffic congestion and previous retail assessments have suggested that, with retail units spread out along the High Street, there is a need to create a new heart for the town focussing on the Streamside area and the delivery of traffic management measures linked to high quality public realm.

Market Town Connectivity

An overall co-ordinated approach to **traffic management**, access and parking in the town centres is central to their continued vitality in order to reduce congestion, improve the environment and offer and ensure shoppers and businesses can access a supply of competitively priced, conveniently located car parking.

Improved **broadband connectivity** both to surrounding rural communities and within the town centres will enhance access to and provision of information.

Moving forward the Market Towns will be the location for up to 35% of the planned **new housing** in B&NES. It is important that this is balanced by local employment growth to assist in re-building the employment base in Keynsham and diversifying the economy in the Somer Valley. Between 3,500 and 4,000 new local jobs will be required by 2030 to ensure that .

The Market Towns will retain their role as sustainable local service and employment centres for their local population and rural hinterland

The Market TOWNS OPPORTUNITIES

There are identified employment sites, development opportunities and programmes of work which if progressed can address the issues identified above.

Bringing forward new strategic employment locations

In Keynsham the redevelopment of the Somerdale site includes the provision of 12,000sqm of new office space and at World's End Lane 6ha of land is proposed for employment use. Together these developments could deliver up to 2,000 new jobs.

In the Somer Valley the expansion of the Midsomer Norton Business centre together with the development of the former Polestar factory and the 13.5ha employment land site at Old Mills could bring forward up to 1,800 jobs.

In Keynsham and the Somer Valley the new employment sites have ownership and infrastructure constraints which need to be addressed.

Revitalising the town centres

An overall strategic approach to public realm improvements and traffic management is required in both town centres to improve their attractiveness and reduce congestion.

In Keynsham the potential future redevelopment of the Riverside and Fire Station sites, including the re-provision of the Leisure Centre, will

need to contribute to local employment and strengthen the town's overall offer.

In Midsomer Norton the development of the South Road car park site for food retail will bring local employment and reinforce the town's overall retail offer. It also has the potential to act as the catalyst for the redevelopment of under-used and vacant buildings on the Streamside to provide a supply of larger retail units and contribute to building a new "heart" for the town centre

Improving Connectivity

In conjunction with the Connecting Devon & Somerset Partnership the roll out of superfast broadband to 100% of rural communities surrounding the market towns is being progressed with a view to completion by 2020.

The town centres' roles as service and employment centres will be supported by the improved wireless connectivity which it is planned to deliver in conjunction with a selected service provider.



Sustainable Connected COMMUNITIES

ISSUES and challenges



Connected Communities

The provision of an affordable, low carbon, accessible, integrated and reliable transport network which allows people to “get around” is essential to support economic growth in B&NES.

Investment through the £80m Greater Bristol Bus Network programme and the Better Bus Area 2013 funding has improved public transport services between the cities and market towns in the WofE. In addition the Local Sustainable Transport Fund and the Cycle Ambition Fund have provided residents and businesses with sustainable transport options.

In Bath, the £27m Bath Transport Package, due for completion in 2015, is delivering investment into the city’s transport infrastructure to support employment growth in the Bath City Riverside Enterprise Area.

However there are further challenges, especially given the important role Bath plays in the economy of the wider area and the planned level of overall employment growth in the Enterprise Area:

- There will be a need to further expand Park & Ride (P&R) facilities, including provision east of Bath, to address coach parking provision and improve the connectivity between P&R sites and the city centre
- The frequency of and accessibility to rail services is limited leading to congestion at peak times
- The A36 and A4 routes in the city and along the corridor to Bristol suffer from congestion at major intersections

Sustainable Communities

The transition to a sustainable economy will bring economic benefits as well as helping meet the aim of reducing district wide carbon emissions 45% by 2026.

The most commonly accepted definition of a 'green' job is one created within the range of businesses included in the Low Carbon Environmental Goods and Services sector (LCEGS). This includes environmental remediation, water supply, waste treatment, energy efficiency and low carbon energy. LCEGS is the most productive priority sector in B&NES, with an average GVA of £183,000/ job (ref)

However, it is now becoming more widely understood that the economic opportunities of the shift to a low carbon and environmentally sustainable economy exist for many other business and commercial activities, such as engineering companies supplying components for offshore wind. In addition, existing businesses of all types need to plan to meet the increasing challenges of rising resource and energy costs and climatic disruption. Greening of these businesses will in turn increase demand for the products and services of the LCEGS and the growth of 'green' jobs.

Reducing energy use also helps the local economy by putting more money in local people's pockets. Currently around £157m per year leaves the area in the form energy bills and this is predicted to rise 18% by 2020.

Similarly, domestic food expenditure in the district is around £382m per year, the majority of which is spent in supermarkets and leaves the local area. Conversely, the production of local food creates a local multiplier effect; around £3 can be generated for the local economy per £1 spent. Local, sustainably produced food is a key component of the low carbon economy, buffering against climate change impacts and disruptions in global food supply and improving economic opportunities for local food and farming businesses

Our strategy for Procurement is 'Think Local'. By helping to develop the local economy we can make significant improvements to the economic, environmental and social wellbeing of the communities we serve. Our carbon footprint will be reduced and we will be supporting our own small and medium enterprises.

Promoting Sustainable Connected Communities and developing a more sustainable economy will mean that:

Businesses and residents are benefitting from improved connectivity, reducing their energy and waste costs, procuring more goods and services locally and using more locally produced food & energy. This increases the attractiveness of the area as an employment location, creates work for local environmental businesses and attracts new business investment.

OPPORTUNITIES

The development of Sustainable Connected Communities has four key components:

Accessibility to major employment locations is improved allowing businesses to draw from a wider labour catchment area and residents to exercise sustainable transport options.

Improvements to rail based travel will provide employers with access to a larger pool of skilled workers and help attract new business investment.

The implementation of **Metro West Phase 1** will allow additional train services to be provided between North Somerset, Bristol and Bath.

Alongside Metro West, future investment in a possible new stations package, in particular Saltford and Corsham in Wiltshire, could improve accessibility for commuters and visitors.

The introduction of **smart ticketing**, using the Sustainable Transport Fund and the electrification of the Great Western main line will also enhance services and improve accessibility.

Further investment in road based transportation, potentially through the sub-regional City Deal, will facilitate the next phase of P&R provision, the delivery of a new P&R east of Bath and the implementation of dedicated bus lanes along the A4 and A36 to speed access into the city centre.

City Deal funding, alongside developer contributions could enable

comprehensive improvements to Windsor Bridge and the Pinesway gyratory. Outside the city Pinch Point transport funding can help to reduce congestion at key points on the highway network, such as Hicks Gate.

Existing businesses and residents are enabled to reduce their energy and resource use and adapt to the future climate:

Local businesses are supported to reduce resource use and adapt to climate change by signposting to assistance and resources available through the LEP's Growth Hub.

Existing and emerging policy frameworks encourage high energy standards in new commercial buildings and the retrofitting of commercial buildings is supported through the LEP and sub-regional partners. Waste is used as a resource through a thriving LCEGs sector and an emerging "circular economy".

The "Energy@Home" project encourages residents to reduce their domestic energy consumption and supports the retro-fitting on existing domestic properties. Innovative ways will be explored to ensure new buildings are built to a high standard of energy performance.

Sustainable businesses and the Low Carbon & Environmental Goods & Services (LCEGS) sector are supported to grow

Energy retrofitting for existing buildings supports local providers and builds local supply chains. Jobs within local businesses are created and safeguarded by the increase in retrofitting.

Local **renewable energy projects** are implemented using social and community enterprise models which retain revenue and jobs in the local area.

Retaining economic activity in the local economy encourages the growth of the LCEGS sector and the high value jobs it provides

Local food production and supply is increased, enhancing the local multiplier effect, creating income & job growth and improving the quality of life and cultural offer



Local businesses are encouraged and supported to purchase and sell more local food. Through the Local Enterprise Partnership Growth Hub and targeted local advice and guidance, new businesses are supported to process and distribute food locally. An increase in **local food trade** generates income growth and safeguards local jobs in the food processing and distribution trades.

Housing

ISSUES and challenges

Bath and North East Somerset is a great place to live and demand for housing is projected to increase. Housing development has been constrained by the economic situation and restricted land supply. The housing shortage pushes up prices and rents making *affordability more challenging* for people on low or middle incomes. Home ownership has decreased and house prices are higher than the south west and national averages.

Social rented housing is still the most affordable tenure and demand is high across the district. One in three (32%) households lives in social or private rented housing. *The private rented sector has grown significantly in the last 10 years* via conversions of owner occupied housing and housing benefit claims for private rents have increased. There are more houses in multiple occupation than the national average and their increase has changed the character of neighbourhoods, notably in the city.

Listed and historic buildings are an asset but can be problematic and costly to improve. The district housing stock is *older than the national average*. One in three (28%) private sector properties was built more than 100 years ago and a quarter of housing in the private rented sector fails to meet minimum expected standards. It is estimated that preventing ill health caused by poor housing conditions such as cold, damp, house fire or accidental falls could save local health services £5m each year and as the older population increases this situation could get worse.

Most residents enjoy good health and a good standard of living but in the more deprived areas communities experience high rates of unemployment, ill health, low income and *difficulty accessing housing*. These issues can lead to a high risk of becoming homeless and leaving home, tenancy termination and violence are the most common triggers. Homelessness can be prevented by timely advice and intervention and suitable alternative housing. There are fewer households in temporary accommodation than in our neighbouring local authorities.

The above issues need to be addressed in a co-ordinated way to try and ensure that in the future :

The local housing market is balanced and integrates a choice of high quality homes including affordable homes in thriving vibrant, sustainable communities.

OPPORTUNITIES

Build more new homes

A balanced housing market requires an increased supply of new homes. New homes must be built in the right place and be the right specification to meet changing housing needs. For every £1 spent on housing £2.41 is generated in the wider community. Developing new homes will create employment, provide homes for people that want to live and work in B&NES and have a positive impact on the economic growth of the area. This can be achieved by:

- facilitating the delivery of new homes including affordable homes ;
- making the best use of available land supply and funding opportunities;
- supporting mixed tenure developments of new market and affordable housing options including specialist and supported housing;
- helping residents to thrive by incorporating good community infrastructure on new housing developments;
- commissioning adaptable and sustainable homes for independent living.

Improve existing homes

A choice of high quality homes requires improvements to the existing housing stock. Improved homes will help businesses attract and retain the staff they need enabling economic growth and the creation of local employment opportunities. Providing a good range of housing for people that want to live and work in B&NES will require partnership working to :

- Enable financial assistance to vulnerable owner occupiers for home improvements
- Enforce minimum standards in rented housing and offer guidance
- Support adaptations and better energy efficiency
- Bring empty properties back into use in partnership with owners

Preventing homelessness and tackling the main causes of homelessness

Building and improving homes will help to ensure that everyone is better housed. The Council runs **Homesearch** to enable best use of affordable housing for those in housing need and works in partnership with landlords and the voluntary and community sector to provide financial support and advice to facilitate access to housing in order to :

- Continue to prevent homelessness and protect vulnerable homeless people
- Support the Homelessness Partnership to help homeless people into meaningful employment.
- Contribute to public services partnerships that tackle the main causes of homelessness

People THEME

The Economic Strategy for Bath and North East Somerset (update 2014)

“For B&NES to have an economy with sufficient quality, sustainable jobs at all levels and for local residents to have the skills to enable them to progress through the labour market and earn incomes, which will enable them to achieve their economic potential and competitiveness.”

Introduction

The residents and work force of B&NES play a crucial role in enabling our growth aims and objectives. So far the Strategy has set out how we intend to support the development of the local economy and infrastructure, but it is also necessary to ensure that every resident is supported in achieving a healthy and sustainable working life.

To deliver the aim of the People theme, there needs to be a concerted effort in engaging all members of the community to ensure that a reasonable level of equity and issues of health & wellbeing are addressed.

Further to this if the outcome of the B&NES Health and Wellbeing strategy to...

“Reduce Health inequality and improve health & wellbeing in Bath & North East Somerset by helping people to stay healthy, improving the quality of people’s lives and creating fairer life chances.”

...are to be achieved then support must be given not only to encourage business and employment growth, but also issue of worklessness and its impact on health and wellbeing need to be addressed.

2 KEY STRATEGIC PRIORITIES



Employment and skills



Leisure and culture

Employment and SKILLS

ISSUES and challenges

Bath and North East Somerset has managed to weather the storm of the economic crisis of 2008 and the following recession. Unemployment has remained below the national average and standards of living compared to the rest of the country are relatively high.

However there are still issues. The B&NES labour market grew by 5.1% between 2001 and 2011 compared to the higher growth of the respective working age populations of the West of England (9.5% growth) and England (8.3% growth).

Residents in B&NES in 2013 earned £411.50 per week (gross) compared to £420.30 across the West of England and £421.60 nationally, which is especially concerning when contrasted with house prices being over 40% higher than the national average. Also there are unacceptable levels of deprivation in B&NES, with 20% of families not earning a living wage and 67% of people at risk of eviction from their homes being in work.

Skills

In relation to skills, B&NES outperforms the West of England sub-region and England, with 36% of residents having NVQ4+ qualifications, compared to 33.4% across the West of England and 29.8% nationally.

Similarly, just 9.7% of B&NES' residents have no qualifications compared to 11.7% across the West of England and 14.8% nationally across England.

A total of 57.1% of B&NES employees in employment are in 'Higher Skilled Occupations' compared to 54.4% in the West of England and 52.5% nationally

Worklessness

Closely related to low skill levels, worklessness is often characterised by multiple disadvantage. Some individuals face a number of barriers to participation in the labour market and have a higher risk of being workless. If people are to be helped to improve their employment prospects, then they need services which provide a seamless journey into sustainable employment. For employers there is a need to improve the understanding of Universal Credit provision and ensure their workforce requirements are reflected in the training and skills opportunities, and in-work support services that are offered.

Unemployment rates

The low rates of unemployment in B&NES are not an initial area of concern, however when the age and duration of claimants is explored a number of issues arise. Just under one quarter (23.0%) of claimants are classified as 'youth unemployed' - aged 18 to 24. Broadly similar rates are found across the West of England, but B&NES has seen a 3.8% rise in youth unemployed as a percentage of its claimants compared to a 3.8% fall across the West of England and a 9.4% fall in the share nationally.

Analysis of the share of claimants who have been claiming for more than 12 months shows that the share is lower in B&NES than across the West of England and nationally, but that it has risen at a comparatively higher rate than across the benchmark areas; 24.6% of B&NES' claimants have been unemployed for more than 12 months compared to 26.2% across the LEP area and 29.6% nationally, however, this share grew by 164.2% across B&NES compared to 147.5% growth across the West of England and 93.5% growth across England

Employment Sectors

Employment in B&NES has a much higher proportion of public sector employment than found across either of the benchmark areas and a much smaller proportion of private sector employment; just 63.8% of employment in B&NES workplaces is in the private sector compared to 64.6% across the West of England and 67.4% nationally.

This is a relatively serious competitive issue, likely to drive down B&NES' GVA per worker (as public sector GVA per worker is generally much lower than a private sector equivalent).

Growth in self-employment in B&NES between 2001 and 2011, at 14.2%, was impressive but lagged West of England and national growth considerably; self-employment grew by 23.2% across the West of England and by 25.6% nationally between 2001 and 2011.

Key drivers of B&NES' lower earnings include the higher share of workplace employment in the public sector and the higher share of part-time jobs as a proportion of all jobs. Between 2003 and 2013 workplace earnings in B&NES grew by just 4.7% compared to 17.9% across the West of England and 23.7% nationally. A key driver of this lower growth is likely to include the rise of part-time employment in B&NES.

In order for B&NES to survive and prosper into the future, the local economy must at least achieve a level of private sector economic growth which will enable it to support its population. In addition issues of worklessness and in work poverty and the resulting effects on health and wellbeing need to be addressed with a focus on enabling residents to improve their financial and employment mobility. Skilled workers are more readily employed, and once at work are more productive with the capability to take on sophisticated tasks.

People and their skills are a major factor in achieving **local economic growth**, and are therefore also a major determinant of the future prosperity, resilience and wellbeing of the local area.

The **Employment & Skills Plan** seeks to meet the needs of local residents and support areas of strength in the labour market to help fulfil the economic growth aims of the B&NES Economic Strategy. The local area needs to maintain and increase its levels of economic growth at a time when even more local jobs are needed as a result of the Raising of the Participation (RPA) for young people, the raising of the state retirement age and changes to the welfare system .

Employment & SKILLS

OPPORTUNITIES

There are three key strategic areas for action; **Social Mobility**, **Business Growth** and increasing the **Return on Investment** and local benefits accruing from new developments in the area.

Social Mobility

To help tackle the issues of unemployment and in work poverty within B&NES, a range of interventions are required to meet a range of needs. If future issues with in the labour market are to be avoided then interventions aimed at the prevention of unemployment and low skills should also be developed.

Successful interventions will be dependent on close joint working between a range of organisations, agencies and partners. Central to this will be coordinating priorities and actions with DWP, Council Services, Third Sector organisations and worklessness support providers locally.

Young People (18 – 24) & Prevention of Low Skills and Worklessness

The evidence shows that youth unemployment has risen in B&NES, contrary to the experience generally across the country and whilst the overall number of claimants is now reducing the level of long term claimants has remained the same. A range of measures need to be used to counter this worrying trend:

- Providing information advice & guidance
- Delivering employability & vocational skills
- Encouraging work experience in Secondary and Further Education
- Increasing residents participation in FE/HE
- Promoting entrepreneurship and self-employment

Tackling Unemployment

Unemployment and worklessness in B&NES is of a comparatively low level, however in ensuring the economic and social sustainability of the present and future labour market this issue still needs to be addressed.

There are a number of groups of people that require specialist interventions in B&NES including:

- Those not in education, employment or training (NEET) & Younger Claimants
- Young People Leaving Care (16-21)
- Older long term unemployed
- Those suffering from physical and mental health issues
- Single Parents

Each group has complex needs but there are some generic areas of support that will benefit these residents, which include:

- tackling barriers to work
- improving basic skills and employability
- encouraging local recruitment and development opportunities
- promoting apprenticeships
- raising educational attainment/ workforce development

Business Growth

To ensure that the B&NES economy grows sufficiently to support the local population and deliver a range of employment that can meet the needs of the labour market, it is necessary to ensure that businesses have the opportunity to increase their productivity through well skilled employees.

UK Commission for Employment & Skills labour market forecasts suggest that by 2022 nearly half of all employment will be for skilled roles. Managerial, professional and associate professional occupations are projected to grow three times faster than the average for UK employment as a whole.

There is also a need to maximise the support available to people wishing to start their own business, which will if successful help to provide a diverse labour market.

Support for new business start-ups, the development of social enterprises and delivering new business investment into the area will be important elements in this but there is also a need to engage more businesses in training and skills development through:

- Focussing on employment and training development in the Core Sectors
- Improving the links between businesses and education
- Improving graduate retention levels
- Support to promote employment growth in the Key Sectors

Engagement with the **Local Enterprise Partnership** will be essential in delivering the area's aspirations on business growth & employment. The LEP Strategic Economic Plan recognises People and Skills as one of the levers for growth.

We will develop a well-motivated, educated workforce with the right skills to meet local business needs.

Business-led skills development will address the current and future skills needs of business whilst meeting our aspirations for growth, sustainability and inclusion. All education and training activity will have line of sight to employment.

Utilising funding from the government's Local Growth Fund there will be investment in the Employability Chartermark, which brings business and education together.

The West of England Skills Plan sets out the People & Skills objectives that will be delivered and promotes a co-ordinated approach to Labour Market Intelligence which will help to inform B&NES priorities and actions.

Return on Investment

In its role as a planning and regulatory authority B&NES Council can play a strong influencing role in the wider business community and provide direct support for a range of projects and programmes to address worklessness and lower levels of employability.

In particular the Council can ensure that as the economy recovers and new developments come forward they contribute to local employment and training provision through :

- Targeted Recruitment & Training (TR&T) outcomes embedded into S106 planning agreements
- TR&T outcomes contributing to the social value toolkit within the “Think Local” procurement Strategy
- Support for apprenticeships, traineeships and work experience placements

To date TR&T provisions have been incorporated into developments at BWR, Polestar Paulton and Somerdale Keynsham and included in the procurement process for the Keynsham Town Hall redevelopment, Grand Parade Undercroft and Leisure Services contract.



Leisure and CULTURE

ISSUES and challenges

Leisure and culture help to make Bath and North East Somerset a 'beautifully inventive' dynamic place, attracting residents to settle here to live and work and drawing visitors from the UK and abroad to experience the area. The area is a unique tourist destination, combining a rich heritage experience with a wholly contemporary range of cultural and leisure attractions for visitors and residents alike.

The leisure and cultural sectors are important parts of the wider visitor economy which employs over 10,000 people across B&NES and activities such as sporting events and festivals create wider impact through ancillary spend by visitors on accommodation, travel, food & drink and retail. It is estimated that 80% of B&NES residents engage in arts, cultural or sporting activity at least once a month and in 2013/14 over 500,000 people attended outdoor events. High profile leisure, sports and cultural events and attractions add to the national and international reputation of Bath and North East Somerset.

Participation in physical and sporting activity and in culture and the arts is acknowledged to be beneficial both to the individual and the wider community. It can reduce social isolation; improve personal health and wellbeing and building capacity and sustainability in communities. Having a healthier workforce can also benefit local businesses and new businesses are attracted to locate to a place that offers so much variety of culture and leisure opportunities for their employees.

However there are a number of challenges to overcome

- Over 70% of adults are not active enough to benefit their health: the health cost of this inactivity is estimated at £3m annually
- Local sports and cultural venues are in a poor condition and in need of investment which hampers participation
- There is a lack of engagement from specific communities in arts and cultural activity
- Many leisure and cultural businesses are small and reliant on volunteer help



Leisure & CULTURE

Opportunities

Enabling investment in new facilities, developing a strategic approach to events and promoting employer engagement will address a number of the above issues.

Enabling investment

Negotiations on the contract for the delivery of leisure services in B&NES provide the opportunity to secure investment in new leisure facilities and deliver an increase in the numbers of local residents using local leisure centres

Maintaining the area's profile as a centre for major events and sport

Attracting major events such as The Tour of Britain Cycling Race and the Special Olympics, alongside the contribution of regular rugby fixtures at the Recreation Ground have a beneficial effect on the area's economy.

The Tour of Britain Cycle Race will attract an estimated 250,000 visitors to the area and Bath Rugby generates £25m into the local economy on an annual basis.

Widening participation

There has historically been a lack of engagement in leisure and culture activities from certain communities in B&NES. In its role as a commissioner of services the Council can seek to address this issue through targeting activities and resources.

A Strategic Plan for Events

The development of a co-ordinated year round calendar of events and activities, including the attraction of further major national events, would provide a significant boost to the visitor economy and help to engage individuals and local communities.



Employer engagement

Improving employee health & well-being is likely to lead to improved productivity. More employers need to be encouraged to develop "Active Workplace" schemes.

This approach is embedded in the Health & Wellbeing and "Fit for Life" Leisure strategies as follows :

Helping people to stay healthy

- *Work with local employers to create healthy, active workplaces which improve the health of the working age population.*
- *Create opportunities for volunteering to successfully increase people's physical activity and promote good mental health and well-being as well as increasing the potential for employment*

Tailored business support

Providing tailored advice and support on issues such as business planning,

procurement and contracting and employment and/or volunteering issues as part of the delivery of a wider package of business support in B&NES will assist the

sector's smallest businesses. Small-scale cultural organisations in particular can benefit from this type of targeted support.

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APPENDIX 2 : Economic Strategy Review: Action Plan 2014 - 2020

Economic Strategy Theme	Rationale	Action	Output	Outcome	Lead
BUSINESS					
PROMOTING APPROPRIATE BUSINESS GROWTH AND INVESTMENT					
1. Ensure opportunities from being part of a successful West of England economy are maximised Page 85	Workplace and resident employment growth in the WofE has outperformed the national economy	Resource our continued engagement with and influence on the West of England Local Enterprise Partnership Liaise with Wiltshire & Somerset to ensure cross boundary co-ordination on economic issues	Investment secured in enabling infrastructure for key development projects and skills initiatives Target 15% of LEP funds Labour market issues addressed	New development sites brought forward in the Bath City Riverside E.A. Increasing numbers of businesses are attracted to Bath and North East Somerset	Council Support : LEP & BPA
2. Promote B&NES as a location for inward investment to assist in achieving future employment growth targets	To achieve our Growth Ambition will require 15,600 gross new jobs to be created by 2030	Agree our economic story and vision as the basis of demonstrating our Competitive Identity Establish a marketing brand for the Bath City Riverside E.A. Develop specific investment propositions as the basis for proactive engagement with the IB&B team	Increasing numbers of business are attracted to the area Target 1,500 new jobs by 2020	More modern office space is built An increase in the number of higher-waged, higher skilled 'knowledge' based jobs available locally	IBB Support : Council & BPA

Economic Strategy Theme	Rationale	Action	Output	Outcome	Lead
<p>3. Facilitate the growth of key knowledge-based sectors locally</p> <p>Page 86</p>	<p>32% of employment in B&NES is in the knowledge economy</p>	<p>Establish a relationship with key companies in the knowledge economy to understand their issues and priorities</p> <p>Maintain and develop key sector business networks and strengthen links with the H.E. sector</p> <p>Actively promote business development services to key sector companies.</p>	<p>Proactive business engagement programme</p> <p>500 companies actively engaged by 2020</p>	<p>Business support policies are informed and help businesses in these key sectors develop and offer more employment opportunities</p> <p>Business relocations are prevented</p>	<p>Council Support : LEP & key partners</p>
PROVIDING A COMPREHENSIVE BUSINESS SUPPORT SERVICE FOR SMEs					
<p>4. Maintain the delivery of local commissioned business support services to new and existing companies in B&NES</p>	<p>3 year business survival rate in B&NES is 64% compared with 60% nationally</p>	<p>Ensure the ongoing funding & delivery of the Business Support Service Level Agreement</p>	<p>New and established businesses receiving support</p> <p>New business starts</p> <p>600+ businesses receiving support</p> <p>150 new business starts</p>	<p>Businesses are supported, business survival rates are improved and jobs are better protected locally</p>	<p>Council Support : LEP and providers</p>

Economic Strategy Theme	Rationale	Action	Output	Outcome	Lead
5. Facilitate access to high growth and specialist support services for B&NES businesses	B&NES has above average representation and growth in the Knowledge Economy sectors	Work with the LEP SME Support Group, Business West and private sector partners to ensure referrals and local access	Local access to the Growth Hub is available in B&NES500 businesses receiving support 200 additional jobs created	Tailored support for businesses in the Key Sectors and the Knowledge Economy	LEP Support : Business West, Council
DELIVERING A SUPPLY OF BUSINESS SPACE THAT MEETS LOCAL BUSINESS GROWTH NEEDS					
6. Ensure the business space needs of local companies are addressed	Only 12% of the office space in Bath is grade A and the vacancy rate for industrial property is less than 3%	Maintain up to date data on business space demand, supply and take-up	Better data and more efficient & effective handling of investment enquiries Annual report on locations, vacancy rates, rents and yields	Conversion rate on property enquiries improved Increased numbers of jobs created and/or protected	Council Support : Commercial agents
7. Reaffirm the working relationship between the Council and the business community		Establish the Bath and North East Somerset Economic Partnership as the owners and sponsors of the Economic Strategy	A strong coherent business voice feeding into the West of England LEP and Government and influencing adjoining areas such as Somerset & Wiltshire	Business better informed on WofE and adjoining area issues and able to advocate for the area B&NES features strongly in all the West of England LEP work	Initiative Support : Council, HE sector FSB

Economic Strategy Theme	Rationale	Action	Output	Outcome	Lead
PLACE					
SUCCESSFUL CITY					
<p>8. Maintain Bath's role as a successful and sustainable international visitor destination</p> <p style="text-align: right;">Page 88</p>	<p>The city attracts over 5.6m visitors per annum spending £374m</p>	<p>Continue to support a public / private sector Destination Management Organisation</p> <p>Develop an up to date Destination Management Plan</p> <p>Research and prepare a Visitor Marketing Strategy</p>	<p>Destination Management Plan</p> <p>Visitor Marketing Strategy</p> <p>Hotel Investment Action Plan</p>	<p>Ability to attract funds from national organisations</p> <p>Increased private sector sponsorship</p> <p>10% increase in staying visitors</p> <p>15% increase in visitor spend.</p>	<p>BTP Support : Council & businesses</p>
<p>9. Ensure Bath city centre remains a regional retail, leisure, cultural and sporting destination</p>	<p>The wider visitor economy supports 15,500 jobs and generates £315m GVA annually</p>	<p>Establish a new Creative & Cultural Bath organisation</p> <p>Support the continuation of the Bath BID and ongoing investment in the public realm</p> <p>Promote investment in new leisure facilities</p>	<p>New Bath BID contract</p> <p>Sawclose leisure quarter development</p>	<p>Value of overall Visitor Economy increased by 10%</p> <p>At least one major event delivered per annum</p> <p>20% increase in visitors to events</p>	<p>Council Support : BID, BTP, Council, CCB</p>

Economic Strategy Theme	Rationale	Action	Output	Outcome	Lead
Page 89		<p>Within the central area of the city, enable the development of a sporting, cultural and leisure stadium and a new cultural/ performing arts venue</p> <p>Develop a Creative & Cultural Strategic Plan including an Events Strategy setting out a year round programme of events and festivals</p>	<p>New Stadium</p> <p>Creative & Cultural Plan & Events Strategy</p>		
	<p>10. Maintain the city's role as the major employment centre and economic driver for the B&NES area</p>	<p>Bath provides 70% of the areas employment and GVA output and is home to 50% of the areas businesses</p>	<p>Complete and publish a Masterplan and Delivery Plan for the Bath City Riverside Enterprise Area</p> <p>Business plans developed for enabling infrastructure for Innovation Quay and Bath Western Riverside</p>	<p>New commercial quarters developed in and on the edge of the city centre</p> <p>New Central Business District created</p> <p>LEP EDF capital infrastructure funding secured to enable key sites</p>	<p>New grade A office space developed</p> <p>By 2020 1,700 jobs and 1,000 new homes created</p>

Economic Strategy Theme	Rationale	Action	Output	Outcome	Lead
<p>11. Develop Bath's role as a centre for Enterprise, Innovation & the Knowledge Economy</p> <p style="text-align: center;">Page 90</p>	75% of knowledge based and priority sector employment is based in the city	<p>In conjunction with Bath University facilitate the expansion of the Set Squared Innovation Centre at Carpenter House</p> <p>Promote the development of additional incubation space for newly relocated or expanding small businesses</p> <p>Work with developers and operators to bring forward a new Creative Hub</p>	<p>Significantly expanded innovation facilities with linked incubation space</p> <p>"Landing Pad" facilities established in city centre</p> <p>New Creative Hub established</p>	<p>By 2020 : 2,000sqm of additional creative space supporting up to 250 jobs</p> <p>1,500 jobs delivered by company creation and expansion through the Innovation Centre</p>	<p>H.E sector Support : Council, LEP, operators</p>
<p>12. Ensure businesses and residents have access to appropriate broadband and digital services</p>	Access to broadband identified as to the top priority for businesses	<p>Implement Digital B&NES initiatives in Bath</p> <p>Establish the Bath City Riverside E.A. as a national exemplar ultra-fast broadband project</p>	<p>CD&S role out completed in B&NES by 2016</p> <p>Ultrafast 100Mbs+ broadband delivered to key sites in Bath city centre and the Enterprise Area</p> <p>Wireless connectivity enabled in Bath City Centre</p>	<p>95% of rural properties have access to minimum 2Mbs broadband</p> <p>More business investment attracted</p> <p>Improved accessibility to and attractiveness of city centres</p>	<p>Council Support : CD&S, providers</p>

Economic Strategy Theme	Rationale	Action	Output	Outcome	Lead
			Bath City Riverside E.A. connected to Terrabit West high capacity broadband Network		
VIBRANT MARKET TOWNS					
13. Ensure the Market Towns retain their role as sustainable local service and employment centres Page 91	The market towns provide two thirds of the employment in B&NES outside the city	Facilitate the development of new strategic employment locations Prepare a Workspace Strategy for Keynsham and the Somer Valley Prepare Action Plans for Keynsham and Midsomer Norton Town Centres including a strategy for attracting new business investment. Deliver the agreed regeneration scheme for Radstock Centre	12,000sqm of employment space brought forward at Somerdale Keynsham Masterplans agreed for allocated employment land at Old Mills Paulton and World's End Lane Keynsham Appropriate mix for new employment space established Development proposals brought forward for the Fire Station & Riverside sites in Keynsham and South Road and Business Centre MSN	Potential for up to 3,500 gross new jobs by 2030 Up to 3,000 new homes by 2020	Council Support : local partners

Economic Strategy Theme	Rationale	Action	Output	Outcome	Lead
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 92</p>		<p>Promote the development of key housing sites</p>	<p>Radstock Railway Land scheme completed</p>		
	<p>Work with the Chamber of Commerce and local traders in the Somer Valley on the development of business to business initiatives</p>	<p>Somer Valley EXPO and online initiative.</p>			
	<p>Implement Digital B&NES initiatives in the market towns & surrounding rural areas</p>	<p>CD&S programme delivered to 100% rural properties Wireless connectivity enabled in Market Town centres</p>			
SUSTAINABLE CONNECTED COMMUNITIES					
<p>14. Improve transport connectivity within and between major employment centres</p>	<p>Congestion costs businesses £100m+ per annum</p>	<p>Support the delivery of the Metro West rail based project</p> <p>Secure LEP / DfT funding for key transport infrastructure to serve the Bath City Riverside E.A.</p>	<p>Rail service improved on the Bristol / Keynsham / Bath corridor</p> <p>Key development sites enabled in the Bath City Riverside Enterprise Area</p>	<p>Up to 2,500 jobs enabled by 2020</p>	<p>Council Support : LEP / DfT</p>

Economic Strategy Theme	Rationale	Action	Output	Outcome	Lead
<p>Page 93</p>		<p>Improve public transport links between Bath and the market towns</p> <p>Develop proposals for comprehensive traffic management schemes in Keynsham & Midsomer Norton town centres</p>	<p>Town centre development sites enabled</p>		

Economic Strategy Theme	Rationale	Action	Output	Outcome	Lead
15. Promote Sustainable Communities and the development of a Sustainable Economy Page 94	Energy costs result in £157m of lost expenditure to the local economy annually.	Provide resource efficiency information, advice and guidance to local businesses through the LEP Growth Hub	Increase in the number of businesses reducing energy costs and recycling waste	Local employment safeguarded Reduction in domestic energy costs More expenditure retained in the local economy	ESP Support : Council
	Energy costs are set to rise by 18% by 2020	Implement the Energy@Home project Develop local supply chains in relation to retrofitting of buildings, renewable energy projects and waste recycling Local Food Strategy produced	Target of 2,000 homes retrofitted by 2020 Employment growth in the wider LCEGS priority sector More food produced, sold and purchased locally		
HOUSING					
16. Develop a “balanced” local housing market that integrates a choice of high quality homes including affordable homes in thriving vibrant communities	Average house prices 17x average earnings	Produce a Housing Implementation Strategy Work with developers and house builders to bring forward new housing provision	Up to 6,800 new homes delivered by 2020	Significant increase in delivery of new market and affordable homes	Council Support : RP’s

Economic Strategy Theme	Rationale	Action	Output	Outcome	Lead
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 95</p>		<p>In conjunction with delivery partners commission the provision of mixed tenure affordable homes</p>	<p>Up to 1,900 affordable homes provided by 2020</p>	<p>Maximum of 25 households in temporary accommodation on a quarterly basis</p>	
	<p>Work with landlords to improve private rented housing & bring empty homes back into us</p>	<p>300 empty homes brought back into use</p>			
	<p>Deliver an effective Homelessness Service</p>	<p>Number of households in temporary accommodation controlled</p>			

Economic Strategy Theme	Rationale	Action	Output	Outcome	Lead
PEOPLE					
EMPLOYMENT & SKILLS - SOCIAL MOBILITY					
17. Preventing low skills and worklessness in young people Page 96	Reported issues of poor employability skills in School and University graduates.	Ensure that there is an efficient & effective package of support provided by all secondary schools, covering: <ul style="list-style-type: none"> • Information Advice & Guidance • Employability & Vocational training • Work Experience • Increasing participation • Entrepreneurship and self-employment 	Secondary schools working jointly with the Council on a programme that can provide the necessary careers and employability training to meet the needs of young people and employers , including the LEP Employability Charter Mark.	An increase in the employability of school leavers and more informed career relevant education choices made. Increased take up of vocational employment /training opportunities.	Council Support : Learning Partnership, LEP, secondary schools, VCISO
Tackling unemployment and priority residents groups					
18. Young People Leaving Care 16-21	On average 40% of looked after children in B&NES are reported to be Not in Education, Employment or Training (NEET)	Worklessness Programme team providing whole Journey Pathway Management to B&NES care leavers.	35 Care Leavers per year participating in accredited learning and training and/ or entering sustainable employment.	Reduction in the number of B&NES children leaving care experiencing unemployment	Council

Economic Strategy Theme	Rationale	Action	Output	Outcome	Lead
		Virtual School increasing participation of B&NES Care Leavers in Further Education and Higher Education.		Increased independence of Care Leavers in managing their Economic Wellbeing.	
19. NEETS Page 97	4% of B&NES 18 – 24 year old not in education, employment or training (NEET)	Outreach, engagement, key worker and employment support programme in place, through the Youth Employment Programme	B&NES NEET population to be engaged into education, training or employment, with an overall 10% reduction in those not engaged.	Reduction in the number of NEETS and long terms 18-24 year old benefit claimants.	Learning Partnership Support : Council, DWP, Council, Bristol City Council
20. Young People with Physical & Mental Health Learning Difficulties & Disabilities	Issues of long term worklessness for young people with physical or mental disability, and learning difficulties.	Engage private and public sector to provide placements for relevant individuals and Project Search candidates linked to specialist support	Employment and training opportunities available for young people with physical & mental disability and learning difficulties.	Young people experiencing physical/ mental disability able to enter and sustain employment.	Sirona Support : Council
21. Long term ESA claimants & Older Claimants	Over 4% of working age population claiming IB & ESA and approximately 60% claiming over 2 years.	Develop engagement and support programme to enable former IB and existing ESA clients to enter into training and employment	10% Increase in the numbers of ESA claimants and older claimants progressing to employment	Reduction in the level of ESA claimants Reduction in the level of 50+ long term claimants	DWP Support : Council & Sirona, VCSO

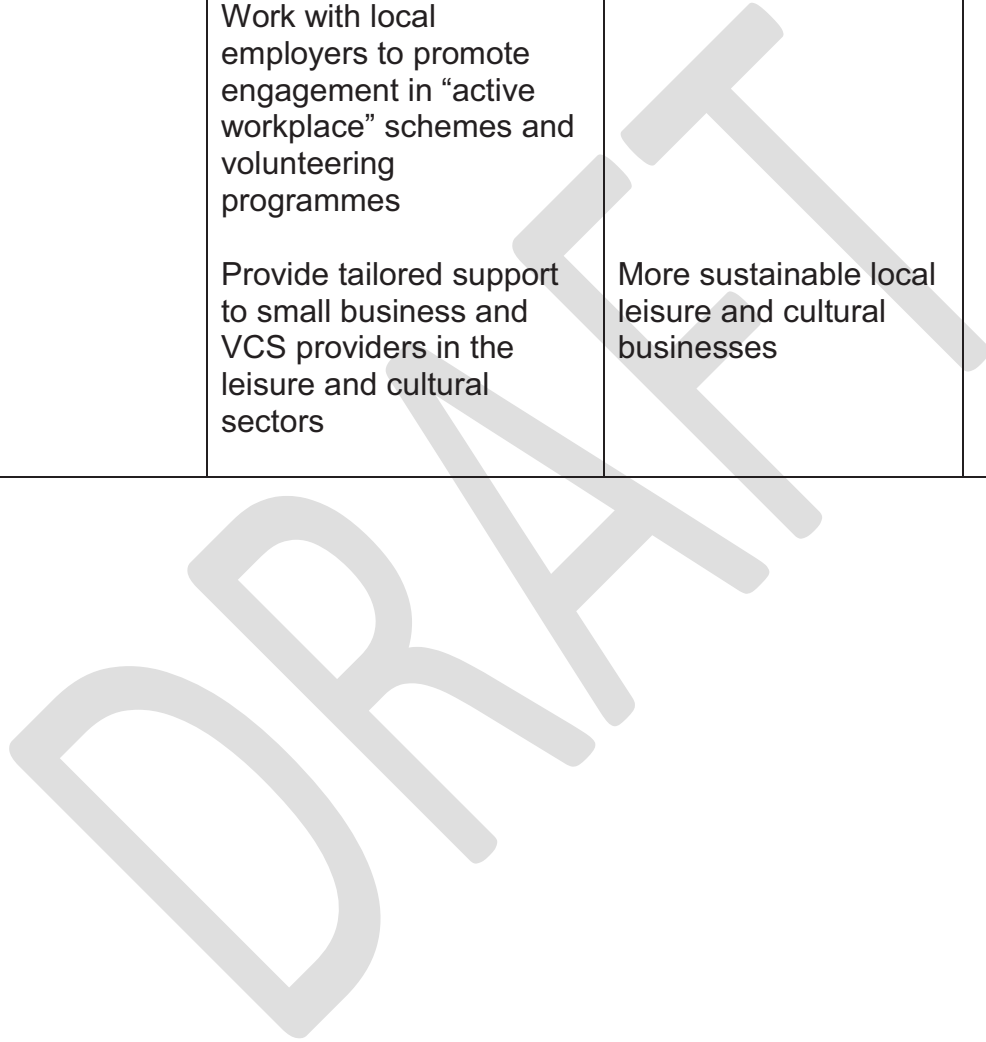
Economic Strategy Theme	Rationale	Action	Output	Outcome	Lead
22. Young parents 16-19 & Lone parents 19+	More single parents to enter labour market due to Universal Credit change.	Develop package of engagement and support to enable young parents & lone parents to enter the labour market	Increased numbers of young and lone parents participating in learning & training and gaining employment	Reduction in the level of Lone Parent Income Support and JSA claimants.	DWP Support : Council, VCISO
23. BUSINESS GROWTH					
Social Enterprise Page 98	Value of social enterprise to the local community and wider economy	Targeted social enterprise start up and support service	Specific business support and start up IAG skills and set up of a small loans fund.	Increased social enterprise start up	Council Support : LP, Cool Ventures, Bristol & B&NES social enterprise network
Growth of employment opportunities through Inward Investment	Low growth of new start indigenous business	Develop a soft landing skills and employment package, delivering recruitment and training services for inward investors in partnership with DWP, LEP and training providers.	Information available for inward investors on the local labour market and the soft landing packages available. Including supported recruitment events and sector based work academies	Increase in the number of inward investors engaging skills and employment packages and increases in local residents employed through these opportunities	Council Support : LP, DWP, LEP
24. Core Sectors Job related Training/ work based learning/ Recruitment support	Low productivity of B&NES work force	Engage businesses and employees to participate in work based learning opportunities through a coordinated business visit and events programme.	Increases in participation of business and employees in work based learning opportunities.	Increased competitiveness of business and work force.	Learning P'ship Support : LEP, Council

Economic Strategy Theme	Rationale	Action	Output	Outcome	Lead
		Coordination of employment opportunities especially in Health & Wellbeing, Tourism/ Leisure and Retail	Promotion of employment opportunities to priority residents Supported by at least one event per sector per year and ongoing business visit and engagement programme.	Decrease in worklessness in priority residents	
25 Improving links between business & education	Reported issues in employability skills of young people and business struggling to recruit.	Develop network of business willing to link with schools, FE & HE by working with business support organisations including the FSB.	Coordinated access to work experience and employment opportunities.	More local business engaged with education provider	Learning P'ship Support : LEP, B&NES, Schools, business support networks
26. Key Growth Sectors	Need to generate 10,000 new jobs.	Promotion of sector based skills and employment activities through visit and events programme.	Priority sectors benefiting from: enhanced interactions with FE/HE; support through LEP skills teams; support in advertising employment opportunities;	Increased levels of employment growth	LEP Support : Council, sector support networks

Economic Strategy Theme	Rationale	Action	Output	Outcome	Lead
		<p>Promotion of employment opportunities through sector support organisations.</p>	<p>access to skills funding for their work force</p> <p>Supported by at least one event per sector per year and ongoing business visit and engagement programme.</p>		
<p>LOCAL RETURN ON INVESTMENT</p>					
<p>27- Securing a local Return on Investment</p>	<p>Council as significant employer, planning authority and procurer of goods works and services</p>	<p>Ensure Targeted Recruitment & Training (TR&T) contribute to the social value tool kit within the “Think Local” procurement strategy.</p> <p>Include TR&T outcomes in Planning Contributions Strategic Planning Document (SPD)</p>	<p>10% increase in the number of apprenticeships, work experience and training opportunities available through the procurement process</p> <p>Number of apprenticeships, work experience and training opportunities available on development sites.</p>	<p>Reduced levels of unemployment in labour market deprived areas and priority residents.</p>	<p>Council Support : LEP Skills Team</p>

Economic Strategy Theme	Rationale	Action	Output	Outcome	Lead
		<p>Support the recruitment of apprenticeships and provision of work experience, internships and work placements.</p>	<p>Number of apprenticeships, work experience and training opportunities offered by the Council.</p>		
LEISURE & CULTURE					
<p>28. Developing engagement in leisure & culture Page 101</p>	<p>Lack of engagement from specific communities Over 70% of adults not active enough</p>	<p>Deliver a programme of investment in leisure facilities in B&NES</p> <p>Develop a proposal for a new cultural/ performing arts venue in Bath</p> <p>Maintain the area's profile as a centre for major events and sport & promote increased community engagement through the development of a year round programme of events and festivals</p>	<p>More local residents and workers participating in physical and cultural activity</p> <p>20% increase in local residents attending events</p>	<p>Improved health & well-being for local residents and workers</p>	<p>Council Support : Creative & Cultural Forum, sector networks</p>

Economic Strategy Theme	Rationale	Action	Output	Outcome	Lead
		<p>Work with local employers to promote engagement in “active workplace” schemes and volunteering programmes</p>	<p>More sustainable local leisure and cultural businesses</p>		
		<p>Provide tailored support to small business and VCS providers in the leisure and cultural sectors</p>			



APPENDIX 3 : EXTERNAL PARTNERSHIP GROUP

EXTERNAL :	COUNCIL
ADAM POWELL – WEST of ENGLAND LEP	COUNCILLOR BEN STEVENS
MATT ATKINSON – CHAIR LEARNING PARTNERSHIP	LOUISE FRADD – STRATEGIC DIRECTOR
DANIEL FOX – CHAIR ECONOMIC PARTNERSHIP	JOHN WILKINSON – DIVISIONAL DIRECTOR
LOUISE SWAIN - CURO	JOHN COX – ECONOMIC DEVELOPMENT
NICK BROOKS-SYKES – BATH TOURISM PLUS	HELEN EDLESTYN – STRATEGIC PARTNERSHIPS
JON HUNT – BATH UNIVERSITY	AMY McCULLOUGH – PUBLIC HEALTH
TIM MIDDLETON BATH SPA UNIVERSITY	
RICHARD GODFREY – I PRINCIPLES	MEETINGS
PAUL SCOTT – PUBLIC HEALTH	1. INTRODUCTORY MEETING
VAN DU BOSE – THE BRIDGE	2. PEOPLE STRAND
IAN BELL – BATH CHAMBER & INITIATIVE	3. PLACE STRAND
DAVID METCALFE – CULTURAL FORUM for the BATH AREA	4. BUSINESS STRAND
SAM HOLLIDAY - FSB	5. DRAFT DOCUMENT & ACTION PLAN
SOMER VALLY PARTNERSHIP REPRESENTATIVE : TY COOK	

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Bath & North East Somerset Council		
MEETING/ DECISION MAKER:	Cabinet	
MEETING/ DECISION DATE:	10th September 2014	EXECUTIVE FORWARD PLAN REFERENC
		E2593
TITLE:	Re-structuring of Early Years, Children’s Centres and Early Help (0-11) services.	
WARD:	All	
AN OPEN PUBLIC ITEM		
<p>List of attachments to this report:</p> <p>Appendix 1: Summary of consultation Appendix 2: Right to Provide request - cost benefit analysis Appendix 3: Examples of service models/budget reductions in other Councils Appendix 4: Service Design and Commissioning principles</p>		

1 THE ISSUE

- 1.1 To determine the future model for Early Years and Children’s Centres to be delivered within the reduced budget available, following Council budget decisions in February 2014.
- 1.2 To consider whether to support a ‘Right to Provide’ request from Children's Centre staff who would like to explore establishing a ‘staff mutual’ to deliver a range of services.

2 RECOMMENDATION

- 2.1 To note the results of the consultation processes and the range of views expressed by respondents, both for and against each element of the proposed changes.
- 2.2 To agree to implement the new service model as proposed, in order to deliver the cost savings approved in the Council’s approved Medium Term Service and Resource Plan.
- 2.3 To note the ‘Right to Provide’ proposal submitted by Children’s Centre staff who wish to explore the development of a ‘staff mutual’, (which could help to enable some elements of universal provision to be delivered without direct Council funding), and agree to permit the staff to develop a business case.

- 2.4 If the Right to Provide proposal is permitted, agree that the Strategic Director – People and Communities Department and Cabinet Member for Early Years, Children and Youth, in consultation with the Section 151 Officer, to have discretion at key stages to halt the process if it becomes evident that the business case is not going to be viable.
- 2.5 In light of the above, to agree that the Council will continue to be the direct provider of Children’s Centre Services for 9 Children’s Centres until March 2018 unless a staff mutual is established at an earlier date for an appropriate procurement process to be undertaken.
- 2.6 In light of 2.5, ensure the continuation of the Bath West Children’s Centre Services (the 2 Children’s Centres contracted from an external provider) through appropriate procurement mechanisms to run until March 2018 in order to align with the in-house service.
- 2.7 To require both the Council service and commissioned provider to work together to enable the new two-service model to be progressively implemented ahead of a full re-commissioning process to let a contract that runs from April 2018 onwards.
- 2.8 To approve the inclusion of further transitional funds of £104,000 in 2015/16 and plan for transitional funding of £76,000 in the Council Budget for 2015/16. Transitional funding to be spread over the following 2 financial years to support these measures, due to the resulting delay in achieving the full implementation of the new two-service model.
- 2.9 To instruct officers and commissioned providers to continue to promote and explore opportunities to enable some universal services, such as groups and peer networks, to be delivered without direct Council funding.
- 2.10 To ask the Early Years, Children and Youth Policy Development and Scrutiny Panel (PDS Panel) to receive a report and review implementation of new models a year following implementation.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 3.1 In February 2014 a full Council decision was made to remove £1.535m from the Early Years and Children’s Centre budget with effect from 1 April 2015. A remodelling of all the services within the Early Years and Children’s Centre Budget is required to implement this budget reduction.
- 3.2 For the Children’s Centre Services to achieve this remodelling means moving from a model based on 4 groupings of services (Bath West; Bath East; Keynsham & Chew Valley and Somer Valley) to a model based on two groupings (one for Bath and one for North East Somerset).
- 3.3 A commissioning process is required to move to a model based on two groupings by April 2016. As two of the five Children’s Centres in Bath are commissioned externally, it means sustaining 3 rather than 2 service groupings whilst the commissioning is undertaken. The cost of this in 2015/16 will be £104,000, meaning that £1.431m savings can be achieved with immediate effect from 1st April 2015.

- 3.4 If it is agreed to permit the staff to develop a business case for a staff mutual, the B&NES Children's Centre Services will need between 12 and 18 months to complete this process. This means a further delay of 2 years until 2018, until the two groupings model can be fully implemented following competitive tendering. However, the providers will be expected to work together to achieve the development of a single service grouping for Bath and make efficiencies over this period and the transitional protection would taper accordingly.
- 3.5 In addition to the 'one-off' transitional cost of £104K in 2015/16 (set out in 3.3), supporting the development of the business case would require a further £76K over the following two years (see 3.4). The additional transitional funding request is therefore for a total of £180,000 (£104,000 plus £76,000).
- 3.6 Other than the move to the two-service model, all the other changes to Children's Centre Services can be implemented through a staff restructuring process. The same applies to the Early Years Foundation Stage Team and Parent Support Advisor Services. Whilst this will result in some reduction in posts within the Early Years and Children Centres Services, including First Steps, those affected will be offered the opportunity to express an interest in early retirement and voluntary redundancy and every effort will be made to manage this sensitively through normal policies, with the expectation that very few compulsory redundancies will be required. Where there are redundancy costs the expectation is that these can be met from the Severance Reserve.
- 3.7 New models for the Specialist Family Support and Community Play services will be developed as part of the commissioning process. Options for remodelling health related support services within reduced budgets are being considered.
- 3.8 The full development of a business case for the staff mutual will require some external professional advice. Staff leading the mutual development can apply to the Government's Cabinet Office to access training, consultancy and professional advice. Other external sources of funding will be sought to support this work.
- 3.9 Staff who are developing and commissioning the mutual, whilst having very different roles, will need to commit officer time to supporting the development.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 Consideration has been given throughout the preparatory work to issues relating to need, poverty, disability and disadvantages of children and families. Service reductions have been designed to ensure those children and families most in need of help continue to receive "early help" services.
- 4.2 The statutory guidance for Children's Centres states that before making a significant change to services, the Council must formally consult everyone who could be affected by the proposed changes, for example, local families, those who use the centres, children's centre staff, advisory board members and service providers. Particular attention should be given to ensuring disadvantaged families and minority groups participate in the consultation.
- 4.3 Children's Services need to reduce the costs of delivering Children's Centre and Early Year's Services, and officers have reviewed the budget reductions and

models being developed elsewhere in the country. The models proposed in Bath and NE Somerset are consistent in principle with those being developed elsewhere. The key difference is that no Children's Centre buildings are being closed and a staff mutual is being supported to help mitigate some of the reductions. A comparison is attached in Appendix 2.

- 4.4 The Early Years, Children and Youth Policy Development and Scrutiny Panel and Cabinet approved a set of Service Design and Commissioning principles which have been applied to the new models (see Appendix 4).
- 4.5 The Council has received a Right to Provide request from staff, seeking to establish a staff mutual to run the current council managed Children Centre Services. This must be formally considered as part of the Council's commissioning process, taking into account the social and economic benefits this may bring, along with any associated risks and costs.

5 THE REPORT

- 5.1 In February 2014, full Council made the decision to remove £1.535m from the Children's Centre and Early Years budget with effect from 1 April 2015. A full remodel of services is required to implement this budget cut. Work has been done with the Early Years, Children & Youth Policy Development Panel to develop the Children's Centre model, and extensive consultation with service users and stakeholders has been undertaken and has been considered in determining the new models.
- 5.2 Transitional funding of £200k already agreed by full Council enables implementation to take place on a planned and phased basis in 2015 and changes to be gradually embedded over a period of time.
- 5.3 Full Council in February 2014 agreed to put £300K back into the Children's Centre and Early Years budget reducing the saving required from £1.8m to £1.535m. This will help mitigate against the more extreme impacts of the reductions for the most vulnerable children and families by ensuring the quality of the settings, supporting the costs of running the buildings and the continuation of some nursery provision for very vulnerable children as part of the funded service.

Proposed Models

- 5.4 The reduced Council budget will fund and commission the following core services. This does not prevent the delivery of wider services where these can be delivered without Council funding.
- 5.5 In summary the new core models proposed are as follows:
 - 5.5.1 Children's Centres: it is proposed to commission and fund only targeted groups (no Council funded universal groups); reduce opening times of the non-hub centres to match times when the Children's Centres are running targeted groups and activities, and the consolidation of back office and management functions by moving from 4 to 2 groupings of services in the new model.

- 5.5.2 Early Year Foundation Stage Service (EYFS): it is proposed to commission and fund targeted delivery of training and support to Early Years settings where they have had, or are at risk of, a poor Ofsted inspection, or where there are high numbers of children who have complex needs. Other non-targeted training support will be charged for.
- 5.5.3 Parent Support Advisory Service; it is proposed to move to a model of full cost recovery by charging schools and Behaviour and Attendance panels.
- 5.5.4 Community Play and Specialist Family Support: These services are commissioned externally and the contracts expire during 2015. A sector review is under way as part of the commissioning process to look at how these services need to be reshaped in the light of recent service developments such as the establishment of the Connecting Families service and the reduced financial envelope. These services will then be specified and commissioned within the reduced budget.
- 5.5.5 Commissioned health related support services: Options for remodelling the services are being considered with other commissioners and providers as part of the commissioning process for Community Health Services.

Consultation feedback

- 5.6 Extensive service user and stakeholder consultation has been carried out on the proposed changes. This has highlighted a range of risks and opportunities and a summary of the feedback is attached in Appendix 1. The main issues arising from the consultation and the Equality Impact Assessment, along with a response to each, is shown in the table below.

	Issue/risk	Mitigation /opportunities
1	Concern about the loss of universal services, in particular the opportunity for peer support and social networking	Continue to explore and test out the delivery of universal groups without council funding through the development of the social enterprise. For instance by putting in place appropriate and sensitive charging arrangements. To explore options for the service to work collaboratively with their local communities to build capacity for parents to develop peer and social networks.
2	Concern about the loss of opportunity for children to interact socially and play together in universal groups	As above, but also ensure that other locally provided universal play and toddler groups available in the local community are well publicised.
3	Concern about the stigma attached to targeted services	Ensure referrals are appropriate and made sensitively and that targeted services are delivered in a sensitive way (as they are currently).

4	Some concern regarding management reductions affecting service quality and capacity	Ensure effective use of IT systems to support delivery of service. Commissioners need to ensure the new service is well aligned to new commissioned Health Visitor specification and ensure QA systems are in place to monitor quality of service.
5	Concern about management reduction and ability to manage the multi-use of the buildings.	Clear systems and signed protocols will continue to be in place with partners who use buildings.
6	Concern about reduced opening hours and service users knowing what these are.	Maximise use of IT systems and social media to ensure clear information about opening times and where families can seek assistance if the Centre is shut. Explore development of a Children's Centre app. Ensure clear signage at each Children's Centre.
7	Concern about reduced opening hours and increased travelling costs if families need to travel to another Children's Centre if their nearest centre is closed.	The delivery of targeted groups and home visiting support will continue at the same service level and continue to be provided through a range of community venues including Children's Centres as they are currently, so this shouldn't increase the need to travel. This will include making effective use of the Children's Centre mini bus (Harry Van).

8	Concern about buildings being underutilised as community resources and having limited opportunity to generate income through charging.	<p>Make more use of Children’s Centres as community facilities for the delivery of other related council and community services, especially other early help services for families with young children. For instance exploring options for some Children’s Centres to develop into Community Hubs, providing an outlet for other council and community run services as well as using more buildings to co-locate nurseries.</p> <p>Many parents indicated they are prepared to consider paying something towards the costs of delivering universal groups. The service needs to develop and apply charging arrangements sensitively and discretely with regard to affordability. This will involve development and agreement of a charging policy which includes charging for office space, room hire and charging for some universal groups.</p>
9	Whilst proposals for EYFS team was generally supported, some concern was expressed about reductions in quality.	Continue to explore opportunities to generate income through training and support services, and enhance training and support available on-line and through social media.
10	The Parent Support Advisor service is highly valued by schools and parents, and the benefits recognised.	To continue the dialogue with schools about continuing to contribute to the costs.

Right to Provide request

- 5.7 Alongside the consultation, the Council also received a ‘Right to Provide’ request from Children’s Centre staff, seeking to establish a staff mutual to run the Council managed Children’s Centre service. Right to Provide is where staff in the public sector are given the right to set up their own organisations to deliver the services they provide, sometimes referred to as ‘spinning out’. It is a Department of Health Initiative for Health and Social Care, launched as part of the ‘Transforming Community Services’ agenda and mirrors the right to challenge provisions under the Localism Act.
- 5.8 A Right to Provide can take many legal forms, including an employee or staff led mutual, cooperatives, co-owned businesses and social enterprises, joint ventures and partnerships. Most staff-led enterprises formed under Right to Provide are social enterprises, defined as businesses established to address social need. Core to every social enterprise is the trading of goods or services. Whilst they can be funded by local authorities or grants, social enterprises are

fundamentally about business approaches to achieving public and social benefits. Social enterprises have social objectives and all the profits from trading are ploughed back into the service for social benefit.

- 5.9 Since the Right to Provide provisions were introduced, an increasing number of social enterprises have been created by establishing independent organisations to run what were previously local authority or health run services. Sirona Care and Health is an example of a local social enterprise, which delivers what was previously PCT and B&NES managed social and health care services.
- 5.10 Broadly there are five stages to the process of establishing a staff-led organisation. These take an average of between 12-24 months to complete in total.
 - 5.10.1 Expression of interest and initial assessment of the proposal to decide whether it is worth exploring further through the development of a business case and plan.
 - 5.10.2 Development of a business case and initial business plan and assessment of the feasibility of becoming a staff-led organisation.
 - 5.10.3 Development of a detailed business plan for the new organisation. This will be the blue print for the staff-led organisation, demonstrating the viability and sustainability. The business plan and model will be evaluated and subject to full due diligence.
 - 5.10.4 Transition, where shadow arrangements are put in place, including a shadow board. Preparation for the transfer of staff, contracts, assets, and registering and establishing the new organisation.
 - 5.10.5 The staff-led organisation is established and the service leaves the council and is subject to a commissioning process.
- 5.11 The development of a business case for further consideration and evaluation by the Council does not equate to agreeing the establishment of the mutual, which would be subject to a subsequent Cabinet decision. The main resource would be the commitment of staff time.
- 5.12 The consequence of the decision to support the development of the business case is that it delays the implementation of two-service model. Development is conditional on approval of some one-off transitional funding, as detailed in paragraph 3.5 above, to support two providers over the transitional period.
- 5.13 The advantage of giving staff the time to develop a business case is that it could give benefits in terms of the continued delivery of a wider range of services and external funding opportunities. A cost benefit analysis has been completed and is attached and shows the benefits of permitting the staff time to develop the business case.

6 RATIONALE

- 6.1 The models proposed allow the budget reductions to be made with the least adverse effect on children and families in greatest need. These have already been substantially adjusted from those originally proposed.

- 6.2 Models have been developed in line with the design and commissioning principles previously agreed, e.g. efficiencies and management reductions ahead of front-line services (see Appendix 4).
- 6.3 Similar models are being implemented nationally and other authorities are making greater budget reductions (see Appendix 3).
- 6.4 The models were developed with stakeholder engagement, including PDS panel, and the service providers.
- 6.5 Key concerns raised through consultation can be mitigated as described above.
- 6.6 Support for the development of the staff mutual business case allows greater engagement of staff and the opportunity to explore further mitigations. Delaying full implementation allows both of these things to be fully explored in the most timely manner.
- 6.7 The Council's contract for Bath West needs to be renewed and should be commissioned in accordance with Standing Orders etc. Aligning the end date with the commitment to retain current services in-house to March 2018 enables both to be re-tendered in a more coordinated manner and potentially enables greater benefits to emerge.
- 6.8 There is scope (and willingness) for the two providers (commissioned and Council) to work together to deliver in partnership and achieve the new two-centre model before March 2018.

7 OTHER OPTIONS CONSIDERED

- 7.1 Delivery of budget reductions requires that the services are remodelled. An early commitment was made not to close Children's Centres as this would erode accessibility in a greater way as well as requiring payback of the capital investment.
- 7.2 All the proposals seek to minimise potential impacts for service users, especially those with greatest needs. Any reduction in savings for one service requires greater budget reduction in another which would increase potential impact.
- 7.3 Cabinet could decide against exploring the right to provide request. However, this may well demotivate staff and lose opportunities outlined in the Cost Benefit analysis in Appendix 2.
- 7.4 Any other options would have greater financial consequences in delay or inability to deliver the required savings.

8 CONSULTATION

- 8.1 Formal consultation took place for the changes proposed for Children's Centre services, the Early Years Foundation Stage Team and Parent Support Advisors where new service models are proposed. This took place over a six week period between 26th April and 6th June 2014. Informal consultation was

undertaken for Community Play and Specialist family support as new models are still to be developed as part of the commissioning process.

- 8.2 Views about the proposals were sought through a variety of methods in order to engage families and stakeholders in the consultation process. The consultation focused on seeking the views of those families and stakeholders who are most likely to be affected. Responses were sought through a mixture of online and paper questionnaires, through groups run by the services and interviews.
- 8.3 In terms of the Children’s Centre consultation, 298 questionnaires were completed. Over 70% of respondents were parents or carers with at least one child under 5 and just over 50% were currently using or had used a Children’s Centre Service. In addition 274 families were consulted through the groups and 25 partners and wider stakeholders were consulted, and 40 children in nursery and play groups were asked what they enjoyed and what difference it made to them through arts and crafts. A summary of all the consultations and feedback is shown in Appendix 1.

9 RISK MANAGEMENT

- 9.1 A risk assessment related to the issue and recommendations has been undertaken, in compliance with the Council’s decision making risk management guidance, along with an Equality Impact Assessment.

Contact person	Debbie Forward, Senior Commissioning Manager, Preventative Services, People and Communities
Background papers	<ol style="list-style-type: none"> 1. Cabinet 4th December 2013 2. Cabinet 13th November 2013: Restructuring of the Early Years, Children’s Centre and Early Help (0-11 years) Services 2014-2016. 3. Early Years, Children & Youth Policy Development & Scrutiny Panel: Re-structuring of the Early Years, Children’s Centre and Early Help (0-11 years) Services 2014-2016. 4. Council briefing for meeting on 17th January 2014 5. Cabinet 12th February: Restructuring of the Early Years, Children’s Centre and Early Help (0-11 years) Services 2014-2016. 6. Council Budget Meeting 18th February 2014.
Please contact the report author if you need to access this report in an alternative format.	

Re-structuring of the Early Years, Children's Centre and Early Help

Summary of Consultation Results

Introduction

Between 25th April and the 6th June 2014, extensive consultations were undertaken with children, parents, stakeholders and relevant staff to seek views on proposals to save £1.5 million in the next financial year from the Council's Children's Centre and Early Years budgets. They fund a range of support services as follows:

1. Children's Centre services
2. Early Years Foundation Stage Team
3. Parent Support Advisors
4. Specialist Support for families with complex needs
5. Community Play services

Formal consultation took place for the changes proposed for Children's Centre services, the Early Years Foundation Stage Team and Parent Support Advisors where new service models are proposed. Informal consultation took place for Community Play and Specialist family support, as new models are still to be developed as part of the commissioning process.

1. Children's Centre Consultation

Views about the proposals were sought through a variety of methods in order to engage families and stakeholders in the consultation process.

- i) A questionnaire was designed to seek the views of families on the proposals and how they thought they may be affected. It was available on-line on the Council's website, and in paper form at Children's Centres, One Stop Shops, Libraries and Leisure Centres. A total of 298 questionnaires were received during the consultation period (122 postal/176 online). Over 70% of respondents were parents or carers with at least one child under 5, and just over 50% were currently using or had used a Children's Centre service.
- ii) Consultation also took place with parents attending groups run by the Children Centre Services. 29 groups were attended (14 universal, 10 targeted, 2 parent forums, 2 other organisation led groups and 1 parents volunteer training session). 274 families attended these groups. Group discussions included asking what families valued the most about the Children's Centre groups, what difference it had made to their family, explaining each of the proposals and then asking for feedback. The group consultations were also used as an opportunity to raise awareness of the consultation and to encourage families to share their views.
- iii) Children using Children's Centres were consulted and 4 children's groups were visited and approximately 40 children were asked what they enjoyed most

about the group they attended and the difference it had made. Responses were articulated and strengthened through art and crafts.

- iv) Key stakeholders were also consulted including Advisory Board Members, partners from Health, Education Groups using Children's Centres.

a) Service User feedback

- Proposal to commission and fund targeted services only

The biggest concern expressed by parents was the proposal to not commission and fund universal groups. 64% of respondents (96 families) who are current/ previous service users disagreed with this proposal (67% of questionnaire respondents overall). The key concerns were:

- i) The loss of peer support provided by the universal groups and not being able to access these when needed. Many parents described these services as a lifeline when they most needed them and feared this proposal would increase their social isolation.
- ii) The way in which families in greatest need would be classified and concern that they themselves would not meet the criteria.
- iii) The potential stigma attached to targeted groups which may be a barrier to families using them.
- iv) Opportunities for early help may be missed with universal groups.
- v) Reduction of the opportunity for children to mix socially, play and interact with other children and the loss to the wider community benefit this may bring

- Paying to attend groups

Nearly 80% of respondents said they would consider paying to attend some of the universal groups, with 27% willing to pay between £2 and £5 and 51% under £2.

- Proposal to creating two service groupings (consolidating management and administration)

40% of respondents (60 families) who are current /previous service users (and 40% of respondents overall) disagreed with the proposal to consolidate the management and administration of Children Centre services to reduce costs, however 32% did agree with this change. Of those who disagreed, the main concern was the potential impact on the quality of the service and the potential travel costs if families had to travel to one of the 4 main Children's Centres. This was a particular concern expressed in the group discussions, not just in the rural groups such as Chew Valley and Peasedown St John but also in Weston and St Martin's Garden Children's Centres.

- Proposal to reducing opening times of some Children's Centres

45% of respondents (67 families) who are current / previous service users (48% of questionnaire respondents overall) disagreed with the proposal to reduce the opening times to when the Children's Centre staff were running groups at the centre, whilst 25% agreed. The two main concerns expressed by parents were being unable to access the service when needed, with the effect that this may have on increasing isolation, and the cost of travelling to an open centre. Parents asked for more clarity about the reduced opening hours proposal.

b) Children’s Centre Advisory Board feedback

The concerns raised echoed those of parents around the potential stigma associated with targeted groups and how universal provision is often the gateway to targeted support, as well as concern over the future quality and capacity of the service if the management is combined.

Concerns were highlighted such as managing the buildings and equipment, co-ordinating lettings to partner organisations and accountability for health and safety.

Specific concerns were raised about the proposed model by Chew Valley, particularly about the outreach/home visiting and the impact this may have on increasing isolation of families living in rural areas and the loss of peer support gained from interacting with other families in group settings. This was felt to be particularly likely where there is limited opportunity for them to develop naturally. The other concern expressed related to the coverage of Chew Valley and the need to consider cross boundary working with North Somerset.

Specific concerns were raised by the First Steps Board of Trustees that the proposals didn’t fully reflect the First Steps model where much of the contact with families is through the delivery of their day care provision. Particular concern was expressed about the consequences of not having funding to provide a flexible day care model, which was felt might have an adverse effect on children.

c) Wider Stakeholder feedback

A common theme was concern over how those most in need will be classified, plus concern over reduced access to universal groups and opportunity to detect issues early. Schools and nurseries who are currently located on the same site as a Children’s Centre expressed concern about the potential increase in footfall to their receptions, or enquires to the nursery staff if the centre is closed.

Concern that the Children’s Centre buildings are currently underutilised as community resources and the ability to charge for the hire of rooms/office space was expressed by most stakeholders. Many useful ideas, offers and suggestions were made which will be explored as the new model develops.

Most stakeholders confirmed they would be happy to continue using the Children’s Centre venues but would need to review lone working arrangements. Further issues raised included the capacity of health visitors if the support of Children’s Centre workers was withdrawn and Social Care also expressed concern regarding their future capacity and how the proposals would affect their ability to “step down” families they are working with to universal provision.

d) Children’s feedback

Children most valued the opportunity to play with other children and outside, particularly where the family home didn’t have a garden.

2. Early Years and Foundation Stage Team Consultation

The Early Years and Foundation Stage (EYFS) team currently provide free training and support to over 300 early years and childcare settings across Bath and North East Somerset. In order to make the required savings to the Early Years budget, it has been proposed that the EYFS team focus their resources and services into the areas of highest priority which have been defined as:

- Ofsted graded “Inadequate” or “Requires Improvement”
- Settings supporting vulnerable children (in line with the Narrowing the Gap criteria)
- Support for children with special educational needs and disabilities
- Support for Equalities practice

An explanatory email explaining the proposal and questionnaire was circulated to all early year settings including infant and primary schools, group-based early years settings, childminders, out of school and holiday clubs, maintained nurseries and independent school nurseries.

Out of 21 responses, nearly 50% were from childminders, 32% from privately run groups (e.g. privately owned nurseries) followed by 11% from voluntary or committee run group based settings. Over 90% agreed that it is right to prioritise support to the above settings. 70% also agreed that it is reasonable to ask settings to pay for their training and development and the majority agreed that the current annual Early Years Hub Package Membership is affordable.

A quarter of respondents indicated that the reduction of subsidised support and training would have a high impact on their setting and comments reflected concerns about the cost of future training and how highly settings value support from the EYFS team. Additional comments from this consultation included concern about how the increase in costs for training could be passed to families and the possibility that some settings would take up fewer training opportunities.

A number of suggestions were made, including expanding on-line help and support, making compulsory training (such as safeguarding) free and only charging settings for those courses considered to be for enrichment purposes.

3. Parent Support Advisors consultation

The Parent Support Advisor (PSA) service works with parents/carers of children ages 5-11 and aims to build trust and positive communication between parents and schools to ensure children achieve better outcomes. Views from both schools and parents who have accessed the service in the past year were sought as part of this consultation.

a) Schools Consultation

13 schools responded to a Survey Monkey questionnaire which asked:

- How do you rate the PSA service?
- What are the benefits to children?
- What would be the impact on your school if this funded service ceased?

Over 60% of respondents described the service as excellent, 27% described it as good. 58% listed improved parental relationships as the most beneficial aspect to children followed by 33% improved engagement in school. Concerns were expressed that if the service should cease there was a danger of increased long term behavioural difficulties and difficulty in engaging with harder-to-reach parents.

Just over 90% of respondents indicated this service should be a priority for the Council and over 60% were of the view that the Schools Forum should pay for the PSA if council funding stops. Out of 8 schools that responded, 63% indicated they would not continue to “buy in” the service as a cluster if the service was not subsidised by either the Council or Schools Forum and 80% confirmed they would not be able to pick up funding of a minimum of 1 day per week to keep the PSA post available.

b) Parents Consultation

Five parents who had received or were still receiving support from PSAs were interviewed and asked:

- What work did the PSA do with you and your child?
- Has this support made a difference to the way that your child or you interact with the school?
- How could the service better reach people who need it?

All parents highly valued the service provided by PSAs and two parents commented how they felt it was the only service available to them to support communication with school and how they didn't feel judged. The interviews also revealed the flexible way in which PSAs work with families with varying levels of need, with parents from Black and Minority Ethnic (BME) communities and with parents of children with learning disabilities.

Parents particularly valued help in navigating services to support them and their child as well as the co-ordination of practical support to apply for an SEN statement and organising Team around the Child (TAC) meetings.

4. Specialist Support for Families with Complex Needs consultation

Southside Family Project is currently commissioned to provide specialist family support for children aged 0-11 years and families who have not traditionally engaged with statutory services or who have entrenched complex needs. Issues may include; domestic violence, substance misuse, neglect, relationship conflict, loss and bereavement, adult mental health and fathers not engaged with their children.

This informal consultation focused on how to reshape services by asking:

- What do you value most about the services you received?
- What difference has the provision made to you and your family?
- How could the service better reach people who really need it?

a) Service User Consultation

A focus group was held with 16 parents from Southside Specialist Family Support (which supports 45 children from 0 up to 25 years of age).

Participants commented on how they value the whole family approach and how important it was being able to reach staff whenever they needed help. Many of the parents who took part had experienced traumatic events at home which had made it extremely difficult for them and their children to feel part of their community. Social isolation was a previous issue which had been overcome by staff initially visiting them at home. A high number of parents experienced mental health problems and described their experience of provision as a “lifeline” at a time of crisis which had developed into a trusting and longstanding commitment to subsequently train themselves to become peer parent support workers.

b) Children’s Consultation

One young person indicated how valuable it was that the whole family had received support.

c) Stakeholder’s Consultation

Professional play workers, family workers, social workers and the Connecting Families team were consulted for their views on how the service supported their work.

A key theme to emerge from conversations with stakeholders was the importance of both universal and targeted provision being available to complement each other. Concerns were raised about the potential for families being less likely to benefit from targeted groups and less likely to engage if there is not universal support, due to associated stigma. Social Care professionals refer to the service as a means of stepping down support to families who have been on child protection plans and universal provision offers a way for families who have previously received high level support, to touch base and for staff to monitor their progress.

5. Community Play Services

Bath Area Play Project and Wansdyke Play Association is currently commissioned to provide open access community play sessions to 5-13 year olds and their families, through play days, play rangers in parks, targeted one to one Family Play Inclusion work and Playful Families groups.

Again, this informal consultation focused on how to reshape services by asking:

- What do you value most about the services you receive?
- What difference has the provision made to you and your family?
- How could the service better reach people who really need it?

a) Service User Consultation

Visits were made to four universal community play sessions in Bath, Midsomer Norton and Clandown and three targeted Family Play Inclusion groups. 46 parents were consulted (45% from targeted provision) and 47 children (64% from targeted provision).

The targeted family groups commented on how they valued the whole family approach and being part of the group alongside their children as opposed to being separated as a family with children of different ages attending different groups. Several parents commented on how play, as an intervention, is accessible and easy to take part in.

Parents spoke about feeling isolated because of their lack of confidence in parenting and fear of being judged, due to their children's difficult behaviour. Parents also spoke about mental health problems and how they felt accepted and included at play sessions. A high proportion also confirmed that the sessions were the only opportunity they had to meet other parents and for their children to play with other children.

In four cases, parents stated they had received information from play workers that they had not had previously from schools, social care or primary care. This included how to access benefits for carers of disabled children and links to extra-curricular activities.

b) Children's Consultation

A key theme from conversations with children was how they valued time with play workers, could talk to them about any worries and how, if they didn't use play rangers or family play support, they would play indoors on their computer games and were not allowed to the park unless play rangers were there.

c) Stakeholder Consultation

Professional play workers, family workers, social workers and the Connecting Families team were consulted to gain views on how the Community Play Service supports their work. Visits were also made to Behaviour and Attendance Panels in each locality (primary and secondary) to inform them of the consultation and welcome feedback on how they worked with the service.

A key theme to emerge from conversations with stakeholders was that this was one of the only preventative services targeted at 5-13 year olds besides the Parents Support Advisor (PSA) service. Several professionals commented on how using play as an intervention is a positive and unthreatening way to establish relationships with both children and their parents. Schools represented on the Behaviour and Attendance Panels suggested that the Family Play Inclusion Service could continue to be funded through the Schools Forum. They reported on how the service offered an independent, family focused service which helped support their work with children and young people having difficulties with school as a result of their behaviour.

Initial Cost Benefit analysis- the 'Right to Provide' expression of interest

	Pros	Cons
1	Explores the potential to draw in additional investment over and above any contract funding from B&NES, either through its trading or through grants such as Children In Need. The staff group believe there is an opportunity to generate significant income by 'trading' some of their services.	The development of the staff-led organisation will need 12 -18 months to develop a business case and prove viability. This means the Children's Centre service is unable to move fully to the new model with two service groupings with effect from 1st April 2015, and would have to operate on the basis of three groupings for the transitional period in which the mutual is being developed. This means a saving of just under £1.4m of the £1.5 can be delivered in 2015/16 - the transitional cost of this is calculated to be £104k in 2015/16 and £76K spread over the following two years as transitional costs taper
2	Potential to address the funding gap and retain some aspects of the service that will no longer be funded and commissioned through B&NES budget such as universal groups.	Both staff developing the mutual and commissioning staff would need to commit time and resource to support the development of the mutual.
3	Reduces the likelihood of negative publicity about the changes	There may be an adverse reaction to the services being externalised and the additional transitional cost .
4	Builds capacity in the local market of organisations able to bid for and deliver commissioned Children's Centre services. This would support the Council's 'Think Local' procurement policy.	
5	Supports stability during a period of significant change	May be perceived as a loss of the opportunity to remodel the Children's Centre service
6	Seen as an attractive option as it's not 'privatisation' of public sector services. Any income generated commercially is used for social benefit and ploughed back into the service to meet its social objectives.	There is a risk that the staff mutual is not viable and sustainable and its establishment cannot be supported. This is likely to incur additional one-off costs. An alternative plan will need to be agreed. If the proposal is supported, there will be a recommendation for the Director and Cabinet member to have discretion at key points in the process to halt the process.
7	The existing service providers (B&NES	The establishment of a staff mutual

	<p>and First Steps) are interested in investigating the potential to develop some form of collaboration, with the potential to offer a seamless transition from the current arrangements to the new model. This would minimise any disruption to the services and families and staff.</p> <p>It will be a requirement of the providers that they work together to achieve the development of a Bath service grouping and full implementation of the model</p>	<p>and the creation of a Bath Service group is made more complex because the Children's Centre service in Bath West is managed externally by First Steps and there is a risk that the collaboration between the internal and external service does not work.</p>
8	<p>Opens up the possibility of further collaboration with other staff mutuals such as Sirona Care and Health</p>	
9	<p>The process actively engages staff in the service and increases morale, they know that if their business case is strong they have a chance of continuing to provide the service.</p>	

Children Centre Services - examples of changes due to budget reductions in other Local Authorities

1. **Swindon.** £380k budget reductions achieved to date through the amalgamation of Children Centre services and the closure of 4 out of the 14 centres. A further budget reduction of 37% of the £2.1m budget has been proposed from April 2015 and suggestions for making these reductions are currently out to consultation. Options include combining Children's Centre Services, closing further centres and remodelling to make the brief of the centres wider.
2. **North Somerset.** Children Centre Service reviewed in 2012 following £80k budget reduction and service remodelled with 14 Children's Centres combined into 4 groupings and many lower-demand centres open on a part time basis.
3. **Somerset.** Children Centres combined into 5 groupings, 17 out of 44 buildings 'de-designated' as Children's Centres. Staff reductions made in management and administration, with resources focused on front-facing family support work. Children's Centres now deliver 0-19 Early Help services.
4. **Devon.** All Children's Centres are externally commissioned. 5% reduction of the £8.6m budget has been achieved and further 15% planned. They consulted on proposals earlier this year to achieve this. Main proposals are to redesign services by reducing management and overheads; focusing the funding on services for young children and families rather than on running Children Centre buildings; changing the number of buildings used as Children's Centres and transferring other buildings for use by other Early Childhood Services. Other community venues may be used to deliver Children's Centre Services, plus the reviewing of opening times and the further development of community groups to deliver universal services in Children's Centres.
5. **Suffolk.** Proposed reduction of £2.9 million from Children's Centre services. Proposals currently being consulted on. Proposal is not to reduce service levels but close 9 Children's Centre buildings with high running costs and low take up, and deliver services through more outreach in other venues and through home visits.
6. **Plymouth.** In light of significant budget reductions, reshaping Children's Centres by clustering 16 centres into 6 clusters and consolidating management and administration.

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Service Design & Commissioning Principles

1. Together with our partners, to assess and respond early to the needs of individual children, families and communities in order to keep them safe and help them thrive and avoid their needs escalating to specialist (costly) services
2. Using evidence based approaches to reduce inequalities for targeted groups, through tracking individual children's progress
3. Providing a mixed economy of provision that ensures strong integrated working across agencies and settings
4. The voice of the child is heard and listened to
5. Support children to develop secure attachments and emotional resilience
6. Supports children and families to have healthy lifestyles
7. Supports parents to have positive parenting aspirations and parenting skills
8. Supports children across all early years settings to develop well and be ready for school

Model Ensures

9. We meet Statutory Guidance to reach a "Good" Ofsted judgement at Children's Centre Inspections and ensure children develop well and are ready for school
10. Families and communities are enabled to participate fully in their community

11. We focus resources on reducing inequalities and narrowing the gap for those most in need
12. We are able to respond to the emerging “Local Offer” as part of the SEND Reforms for children with additional needs
13. We strengthen the integration and information sharing with health partners
14. There is a linked Social Worker in each Children’s Centre Hub to ensure robust arrangement for the safeguarding and protection of children
15. There is a linked Health Visitor in each Children’s Centre Hub, and where possible, premises remained shared with Health Visitors
16. Value for money by ensuring the effective and efficient delivery of services by targeting 75% of the spend on front facing service delivery and less than 15% on overheads. The model should ensure back office functions are delivered as efficiently as possible

Bath & North East Somerset Council		
MEETING/ DECISION MAKER:	Cabinet	
MEETING/ DECISION DATE:	10 September 2014	EXECUTIVE FORWARD PLAN REFERENCE:
		E 2691
TITLE:	UNESCO World Heritage Site update	
WARD:	City of Bath and surrounding wards	
AN OPEN PUBLIC ITEM		
List of attachments to this report: UNESCO Information Dossier 2014		

1 THE ISSUE

1.1 UNESCO, the body which oversees World Heritage Sites (WHS), made comments on the Bath WHS Management Plan in 2011. A full response to these comments is to be made, together with information on potential major developments in Bath. This clears the way for the production of a revised management plan in 2016 and ensures that UNESCO are briefed on developments which may be of future interest to them.

2 RECOMMENDATION

2.1 The Cabinet is asked to endorse the submission of the dossier to UNESCO.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 3.1 The resource implications here are predominantly indirect. The UNESCO WH brand is an important factor in attracting tourism and economic development to the city and surrounding area, and is a source of civic identity and pride. A good working relationship with UNESCO and maintaining our WH status is therefore important both financially and otherwise.
- 3.2 It should be noted that the Council contributes £25k per annum to the World Heritage Enhancement Fund. This amount is included within approved budgets.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 There are no direct statutory considerations connected with this proposal.

5 THE REPORT

Bath World Heritage Site Management Plan

- 5.1 In 2008 UNESCO sent a 'mission' to Bath to investigate the impact of new developments on the city's World Heritage Site status. One request included in the mission report was for a revised WHS Management Plan. This was duly compiled and submitted to UNESCO by the agreed date of 1 February 2011.
- 5.2 UNESCO (or rather their advisors ICOMOS International) made comments on the submitted management plan. Where possible, these comments were immediately addressed and incorporated into management practices where appropriate. However, there were several comments which related to areas of work which the UK was not in a position to respond to at that time. Chief amongst these was a request for the identification of 'attributes' (key characteristics) of Bath WHS and for a revised 'Statement of Outstanding Universal Value'. Both issues were being addressed in a UK wide exercise involving all 28 UK sites lead by English Heritage and were not fully completed until 2013.
- 5.3 The above situation led to a position whereby there were actions outstanding with UNESCO and questions were raised as to whether the WHS Management Plan was adopted by UNESCO. It has since been clarified that UNESCO do not formally adopt plans and so the Bath WHS Management Plan (as endorsed by full Council and the WHS Steering Group) is complete. However, we are now in a position to fully address all the points raised by UNESCO and as we are embarking on the production of a further revision of the management plan for 2016, it is considered to be good management practice to tie off all loose ends relating to the current plan and 2008 mission.

Future development proposals

- 5.4 Any correspondence between a WHS and UNESCO must be conducted via the 'state party' or, more specifically in the case of the UK, via the Department for Culture, Media and Sport (DCMS). Consequently, opportunities to correspond directly with UNESCO are infrequent. It is considered prudent to use this opportunity to offer UNESCO an update with regard to forthcoming major developments in Bath which have the potential to impact upon the 'outstanding universal value' for which the Site was inscribed.

5.5 It is good management practice to ensure that bodies such as UNESCO are aware of future development proposals. This gives confidence that development is being responsibly planned and managed, and gives UNESCO an opportunity to comment should they so wish. It is also known through experience that, whilst protocol dictates that the Council should correspond via DCMS, such restrictions do not apply to groups or individual citizens who may choose to write directly to UNESCO to comment on development proposals. It is considered prudent therefore that accurate factual information is supplied by the Council pre-empting any comments which might reach them by other means and removing any 'future shock'.

Submission timetable

5.6 The information included in the dossier takes time to collate and can rapidly become outdated. It is therefore proposed to submit the dossier to DCMS as soon as possible following the Cabinet endorsement process. English Heritage (see 8.1) may suggest minor alterations, but consultation with this body has already taken place and these are not therefore expected to be substantial.

6 RATIONALE

6.1 The rationale for submitting this dossier is covered in section 5 above.

7 OTHER OPTIONS CONSIDERED

7.1 With regard to the submission of an information dossier to UNESCO, the main alternative option would be to do nothing. To do nothing would leave areas of ambiguity unaddressed which is not considered to be conducive to a positive working relationship between Bath WHS and UNESCO. To not take this opportunity to inform UNESCO of future developments would increase the risk of that body hearing of developments through third parties, most likely in negative terms. In the worst case scenario this could lead to a further mission to Bath with associated potential reputational damage and questions over the City's WHS status.

8 CONSULTATION

8.1 English Heritage, as the government's adviser on the historic environment, has been consulted with regarding the submission of this dossier. A copy of the final draft will be shared with their Head of International Advice before final submission to DCMS.

8.2 The submission of this dossier and reporting to UNESCO has been on the agenda of the last two WHS Steering Group meetings and that body is fully aware and supportive of this action. Steering Group minutes are posted on the Council's public website.

8.3 The reports contained within the dossier have been written by senior council officers directly involved with/responsible for the developments in question. Their divisional directors have been involved in the requests for this input and the dossier has been discussed at Senior Management Team. As such there is widespread corporate awareness of this document and report.

8.4 Some of the dossier items, including the 'Attributes' and the 'Revised Statement of Outstanding Universal Value' have been in the public domain (through the

website) for around six months. Details of proposed developments are also in the public domain. Any items which have not previously been available will be so through this cabinet approval process. Bespoke public consultation is not therefore considered necessary.

9 RISK MANAGEMENT

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

Contact person	Tony Crouch, City of Bath World Heritage Site Manager 01225 477584
Background papers	The 2010-2016 Bath WHS Management Plan, which includes (at Appendix 7) the UNESCO/ICOMOS mission and subsequent WH Committee decision, can be viewed at: http://www.bathnes.gov.uk/services/tourism-and-heritage/world-heritage/world-heritage-document-availability
Please contact the report author if you need to access this report in an alternative format	

UK CITY OF BATH WORLD HERITAGE PROPERTY

An update relating to the City of Bath
World Heritage Site Management Plan

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Draft

Heritage Services

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XX August 2014

Ms Irina Bokova
Director- General UNESCO
World Heritage Centre
7 place de Fontenoy
75352 Paris 07 SP
France

Dear Ms Irina Bokova,

UK CITY OF BATH WORLD HERITAGE PROPERTY
An update relating to the City of Bath World Heritage Site Management Plan

The City of Bath hosted a joint UNESCO/ICOMOS Reactive Monitoring Mission in November 2008. In accordance with the recommendations of the Mission (decision 33 COM 7B.131.) a revised draft management plan was prepared and submitted to the World Heritage Centre in February 2011. ICOMOS International subsequently made detailed comments in relation to that draft plan, not all of which could be fully addressed at that time. We are now about to embark on the production of the next management plan and before we do so we wish to remove any ambiguity relating to the current document.

The purpose of this letter and dossier is therefore threefold:

1. To provide a full response to the comments of ICOMOS International which were submitted in relation to the 2010 draft plan;
2. To update the World Heritage Centre on progress made in relation to the management plan;
3. To update the World Heritage Centre with regard to developments inspected by the Mission and with regard to some more recent development proposals.

Comments made by ICOMOS International

The draft City of Bath World Heritage Site Management Plan (2010 - 2016) was reviewed by ICOMOS International (letter ref: CLT/WHC/4189/GB/PA/JSW dated 29 July 2011 included in the dossier). This dossier includes a response to the ICOMOS International comments made in relation to this plan and I hope that this fully addresses the points made. The City of Bath World Heritage Site Management Plan can be viewed at:

www.bathnes.gov.uk/worldheritage

I must firstly apologise for the delay in providing a full response to the ICOMOS International comments. The comments were useful and were immediately integrated into property management where possible. However the comments also included references to work such as identification of detailed attributes for the property and to the revised Statement of Outstanding Universal Value. Both of these elements of work were at an early stage of

production as part of UK national programmes when the ICOMOS comments were received and a response was therefore delayed until these items had been fully addressed.

Progress made in relation to the World Heritage Site Management Plan

The City of Bath World Heritage Site Management Plan (2010 - 2016) is now well progressed in its implementation period. This mid-point was used as an opportunity for a progress review which we consider useful to share with the World Heritage Centre.

The mid-term report presents a picture of solid delivery against the plan actions. I hope that you will find the information useful and encouraging. Work is already underway in preparing for the 2016 review of the management plan and given the interest that ICOMOS international showed in the previous plan we would welcome their involvement in the preparation of this document if they so wished.

You will also be aware that the City of Bath is part of a potential trans-national nomination project being led by the Government of the Czech Republic under the working title 'Great European Spas'. The project seeks to recognise the Outstanding Universal Value of European spas. 'Form 2b' in relation to this bid was submitted in July 2014.

New developments in the City of Bath

Included in this submission is an update regarding the on-going development at Bath Western Riverside, which was inspected by the 2008 Mission. Associated with this development is the proposed 'Enterprise Area' re-development, details of which are also given.

Information is included on three further proposals. The first is for a proposed new stadium for Bath Rugby Club in the centre of the property. The second is the adoption of the Core Strategy planning document, which provides for development sites at the edge of the property. The third is information on the electrification of the main railway line through Bath. All of these schemes are still evolving through the preliminary stages of the planning process and the full potential impact on OUV cannot yet be assessed. It is however considered prudent to include details, as they may generate local interest and the World Heritage Centre may receive correspondence from groups or individual citizens relating to these developments.

I hope that you will find this information useful and encouraging. If you have any comments on this material or would like any further information, please do contact me.

Yours sincerely,

Councillor Ben Stevens

Council Cabinet Member for Sustainable Development

Cc English Heritage
Bath & North East Somerset Council
UK National Committee for UNESCO

Response on behalf of the City of Bath to ICOMOS International comments on the Bath World Heritage Site Management Plan (letter ref: CLT/WHC/4189/GB/PA/JSW dated 29 July 2011).

General Comment:

The joint UNESCO/ICOMOS Mission to Bath requested (in decision 33 COM 7B.131) that the draft replacement management plan should contain various specific elements. These included a comprehensive Tourism Management Plan, integrated Public Realm and Movement Strategy and an integrated Traffic Control Plan. When the management plan was submitted to the World Heritage Centre (on 1 February 2011) the covering letter accompanying the submission explained that these documents were not part of the WHS Management Plan itself, but were prepared with cognizance of each other to support an integrated approach to managing this large World Heritage property. Thus the submission included the requested elements of tourism plan, public realm plan and transport proposals, but as separate stand-alone documents and not part of the plan itself.

It would appear from the ICOMOS comments that the reviewer from that organisation did not receive these accompanying documents, and the reviewer suggests therefore that the requests of the Committee had not been met. It is unclear as to whether administrative error led to the accompanying documents not reaching the ICOMOS reviewer, or whether further discussion on this point is required. However, the State Party wishes to reassure the Centre that every effort to meet that the requests of the committee was made, and all of the requested information was submitted.

The ICOMOS comments also requested that the draft management plan should contain clarification on site attributes, and on the retrospective Statements of Outstanding Universal Value (rSOUV). At the time that these comments were made in 2011, the State Party was unable to include these requests. Development of attributes for all UK sites was carried out as a comprehensive exercise in 2012, and was not completed until late that year. The rSOUV for the site was agreed by the World Heritage Committee until its 37th session in Cambodia in 2013.

Where possible, ICOMOS comments have led to immediate amendment of the plan. However, given that the Management Plan spans from 2010 to 2013 and over half of this period has passed, it is considered both impractical and disruptive to site management to heavily amend this plan and start again. The State Party has therefore incorporated ICOMOS International comments in two ways. Firstly, a mid-term addendum will be published alongside the current plan. This will include items such as the draft attributes of OUV for the site and the rSOUV. These will greatly add to the clarity to the plan, and as such will address ICOMOS comments on this point. Secondly, the remaining points raised by ICOMOS, such as the very constructive suggested revisions to the structure of the plan, will be incorporated into the next draft of the plan. Work is programmed to start on this revision in 2014 and given the ICOMOS interest in the current plan that body will be invited to assist in the preparation of the replacement plan should they so wish.

	ICOMOS Comment	Response
1.	...nor is the Plan based sufficiently clearly on OUV and the attributes of OUV.	<p>The concept of 'attributes' of Outstanding Universal Value has only recently been fully addressed by UK World Heritage Sites. The 2010 Bath WHS Management Plan carried only bullet point headings of attributes, rolled forward from the 2003 plan. English Heritage, as advisors to the State Party, ran training workshops for all UK sites on this subject in 2012 with the intention of having attributes identified in greater detail in time to tie in with the UNESCO Periodic Reporting exercise, 2013. Bath now has a final draft of expanded attributes, which has been endorsed by the Bath WHS Steering Group and which will be fully incorporated into the next revision of the WH Management Plan. In the meantime, these attributes will be published alongside the current 2010 plan on the web-site to aid clarity.</p> <p>The draft retrospective Statement of Outstanding Universal Value has also been completed and passed by the State Party to the WH Centre in January 2013.</p> <p>The comment that the 2010 plan was insufficiently based on OUV and attributes of OUV is therefore acknowledged, and the above steps, completed after the 2010 plan was compiled and submitted to the WH Centre, now give the basis to address this in the next plan revision.</p>
2.	... does not quite define systems for ensuring that what makes Bath outstanding in terms of the inter-relationship between buildings and landscape across a large canvas will be sustained.	<p>The comment that the explanation of the systems which sustain the OUV of Bath needs further work is acknowledged. We are confident that systems are in place, and will endeavour to explain these more fully in the next plan revision (see also comment 5 and 18). Again the 2010 plan was largely a re-refresh of the 2003 plan, and did not incorporate emerging thinking on the more holistic 'historic urban landscape' UNESCO approach.</p>
3.	...the Plan should address through establishing the best possible system to allow adequate control and monitoring and to show how dispute resolution might be addressed.	<p>As with comment 2), systems surrounding control, monitoring and dispute resolution are in place. The plan as written focuses principally on the UK Planning System, but in line with the 'historic urban landscape' approach a more holistic view will be updated and explained in greater depth and clarity in the next plan revision.</p>

4.	...what does not come out clearly is precisely what the attributes of OUV are...	See comment 1)
5.	... how they are interrelated in space and how they are to be integrated at every level into strategic planning and decision making	This comment is thought to refer to management systems which will ensure that the OUV of the site will be sustained. In response 2) we acknowledge the need for a fuller explanation of management systems, and we will provide this in the next plan revision.
6.	There is therefore a lack of clarity as to what is being managed.	See 1) The addition of attributes will clarify issues that are related to the OUV, and therefore those that are the main focus of management.
7.	However the plan does not adequately detail those attributes that do contribute to OUV.	See 1) and 4).
8.	<p>What the Management Plan should do is set out the OUV for which the property was inscribed, detail the attributes that convey OUV, identify management challenges and opportunities and set out a management system that will allow OUV to be sustained and conflicts resolved within a consultative framework.</p> <p>There should be a clear and logical progression in the Plan:</p> <ul style="list-style-type: none"> • What the property consists of • Why it has OUV • The attributes that convey OUV and how these relate to each other and the geographical location of the property. • The key stakeholders • How these relate to each other and the property • The Management system – how all the various organisations relate to one another • Challenges to be addressed • Strategies and actions needed 	<p>We thank ICOMOS for these pragmatic and very helpful suggestions with regard to the structure of the WHS Management Plan. The 2010 plan was a review of the earlier 2003 WHS Management Plan and as such largely inherited the structure. The approach suggested here is however both logical and clear.</p> <p>Management plan preparation, to the point where it was submitted to the World Heritage Centre, took approximately eighteen months. The collaborative process involved and gaining local approvals of the Steering Group and Bath and North East Somerset Council contribute to the length of this process. ICOMOS comments were received at the end of this process, and whilst we agree with the points raised regarding structure, to re-structure the plan at this stage is impractical. Our response is therefore to propose that these comments will be fully embraced in the revision of the current plan.</p>
9.	There is some confusion about OUV – outstanding universal values (in the plural) are mentioned and qualities of OUV – and it is not clear how these	Preferred terminology relating to OUV is noted, standardisation of these terms is welcomed, and OUV in the singular will be used. However, the identification of attributes (see 1 above) will allow any reference to 'quality



	relate to OUV and attributes of OUV.	of OUV' to be removed and greater clarity achieved.
10	The plan also focuses on terms such as Historic Environment, Buildings, Landscape, Archaeology, Public Realm – without a clear understanding of how these all relate to the attributes of OUV.	Terminology from UK legislation sits alongside that of UNESCO in the plan. This terminology will be familiar to UK readers. However, the point that this needs greater explanation is accepted and will be acted upon.
11	The text as written could apply to many sites – it needs to be made more specific. What characterises the skyline of Bath – what needs to be sustained? How can the organic planning be defined and how will it be sustained?	This point is acknowledged and well made. Site specific references will be added. (See also point 20).
12	It is also very surprising to find the following statement which seems to indicate that the basic World Heritage processes are not fully understood: <i>2.4.4 Early World Heritage Sites, including Bath, did not have formal statements of OUV when inscribed. The Committee's judgement of what constituted the OUV of a particular property has, therefore, to be inferred from their decision at the time of inscription and documentation considered by them, normally the opinion of the Advisory Body contained in its evaluation of the nomination. Since Outstanding Universal Value is the basis for the management of any World Heritage property, this position is unsatisfactory.</i>	The adoption of retrospective Statements of Outstanding Universal Value at the 2013 World Heritage Committee (WHC-13/37.COM/8E) now provides a clear basis for site management. This statement is therefore unnecessary and will be removed. The adopted SOUV will be included in the mid-term addendum to the Management Plan.
13	The retrospective Statement of OUV (SoOUV) needs to be agreed by all the stakeholders as a basis for the Management of the property. This lack of support for the process of defining SoOUV seems to be reflected in the Plan which does not set out clearly the basis for the management of the property – i.e. what is being managed.	The retrospective Statement of OUV has been agreed by all stakeholders. There is not, nor has there ever been, any lack of support for the process of defining the SoOUV and we are unsure as to where this perception may have been gained. As explained in 16) the plan was written at a time when the SoV was the adopted basis for management of the property and a key consideration in planning decisions. Until the draft retrospective SoOUV was ratified by the WH Centre both documents needed to be included in the 2010 plan. Now the retrospective SoOUV has been adopted, this is a

		significant step in that it will remove any ambiguity and duplication. The SoV is superseded by the retrospective SoUV and will be omitted. This will therefore add greater clarity to the revised plan.
14	The text beneath Aim 3 mentions only the physical elements that contribute to OUV and listed buildings as if these are all the physical elements. Surely the attributes go beyond listed buildings?	This point is accepted. Attributes do indeed extend beyond listed buildings, and the description of attributes (see point 1) will clarify this.
15	This section needs expanding to set out in detail the attributes of OUV in terms of individual attributes, how they relate to each other and to views and setting, and to materials processes etc. The assets of the property should be the attributes of OUV together with other assets of national or local importance that the Plan covers – but the latter need to be clearly defined so there is not confusion as to which is which.	Again the identification of attributes as outlined in point 1) will enable these comments to be taken on board in the revised plan and greater clarity to be achieved.
16	The Statement of Significance is provided in the Plan as well as the draft SoOUV. This section is very confusing and needs to be rationalised so that OUV and its attributes are the starting point for the Plan.	This point is fully accepted (see also 13). The plan was written at the time when the Statement of Significance was the adopted document and as such carried great weight in the UK planning process, which provides the primary method of protection for the site. At the same time, the emerging SoOUV was in preparation, and needed to be acknowledged. This therefore led to the unsatisfactory position where both documents were cited. Following adoption of the retrospective SoOUV, this position has been clarified and the SoS can be omitted. This will give a clear starting point to the plan, and indeed the whole flow of the document. This position can be added as an addendum to the current plan, and fully incorporated in the replacement plan.
17	The Governance section is light and needs augmenting to show the management system and how decisions are made. There is a list of decision making bodies and owners but there is a need to indicate how they relate to each other and how they will collectively support the decision making	This point is acknowledged and the governance section will be strengthened. Points 2) and 3) above, and 18) 22) below are also relevant here. Given the need to integrate this greater clarification into existing text it is considered that this point is best addressed in drafting the replacement plan.

18	<p>processes.</p> <p>...there is also a need for new urban planning to respect the unique town planning form of Bath and the way the buildings relate to the wider landscape. As an historic urban landscape all new development must respect this landscape. The Plan does not address in detail this crucial issue.</p>	<p>All new development in Bath is considered (through the planning system) in full consideration of the Outstanding Universal Value of the site, and the impact that the development will have upon that OUV. The planning system also requires 'Design and Access Statements' to accompany applications, fully detailing how developers have arrived at their outcome. There is an opportunity in the revised plan to insert a section following on from the attributes of OUV to state how new development will be expected to avoid any negative impact on the historic urban landscape.</p>
19	<p>The Plan states in Issue 22: <i>There is a need for effective management of all elements of the Site's historic environment, to protect the authenticity and integrity, based on a thorough understanding of the Outstanding Universal Values.</i> This should read: There is a need for an effective management system to ensure that all the attributes of the property's OUV are sustained and that authenticity and integrity are protected , based on a thorough understanding of the property's Outstanding Universal Value.</p>	<p>The proposed re-wording of this paragraph is noted and will be incorporated in the revised plan.</p>
20	<p>The availability of craft skills and materials to maintain the Site continue to be issues carried forward from the 2003 Plan. Actions to address them are particularly difficult, but need to be developed. These skills need to be described – what are they?</p>	<p>This point is acknowledged and will be addressed. Craft skills include stone masonry, iron working and ornamental plastering. There is an assumption on behalf of the plan authors that the reader will know this, but comments by ICOMOS that these should be clarified are valid. This also picks up on the ICOMOS comment 11 that the plan is too generic and needs more site specific references.</p>
21	<p>Under transport the issues are set out and some initiatives – but there is no reassurance that improvements in transport will respect the attributes of OUV and how this will be achieved. There appears to be a need for a clear transport</p>	<p>We agree with ICOMOS suggestions that a 'clear transport strategy' is required. The initiatives referred to in the plan included the Bath Transport Package works, and these are largely completed. The significant improvement delivered by this package is outlined in the update paper. With regard to a clear transport strategy, Bath and North East Somerset</p>

	<p>strategy to be developed.</p>	<p>Council has produced a draft strategy, which has been issued for public consultation in Summer 2014.</p>
22	<p>setting out a management system that will provide a framework for ensuring development in the City of Bath respects the fundamental attributes of OUV in terms of spatial relationships and urban landscape form as well as discrete buildings.</p>	<p>Management systems for ensuring that new development does not harm the OUV of the site are in place, largely through the planning system. As acknowledged in response 17) this system would benefit from greater explanation especially for readers from outside of the UK who will not be familiar with the relationships within the system.</p>
23	<p>The Plan has also not provided the requested integrated and comprehensive Tourism Management Plan, the integrated Public Realm and Movement Strategy, respecting both the authenticity and integrity of the property, the integrated Traffic Control Plan and a presentation and interpretation strategy. Although these subjects are mentioned in the Plan, what has been included does not lead to an understanding of how these challenges will be addressed</p>	<p>The Plan was submitted to the World Heritage Centre on 1 February 2011, in accordance with the World Heritage Committee's Decision 33 COM 7B.131. Included with the submission, as outlined in the letter from Peter Marsden, Head of World Heritage, Department Culture Media and Sport, to Francesco Bandarin, Director, UNESCO World Heritage Centre, dated 1 February 2011, were two copies of each of the following documents:</p> <ul style="list-style-type: none"> • Bath Destination Management Plan • Public Realm and Movement Strategy • Traffic Control Plans (11 regional and local documents) • Draft Core Strategy • Bath WHS Setting Study Information Papers x 2 <p>These issues across a city-wide site cannot be fully encompassed within the Plan itself and are therefore produced as stand-alone documents. As stated by the covering letter of 1 February 2011, 'although these documents are not integral parts of the World Heritage Management Plan they have all been prepared with cognizance of each other to support an integrated and holistic approach to the management of the World Heritage property'.</p> <p>It would appear that these accompanying documents were not read by ICOMOS in conjunction with the Plan and may not have been received. Whatever the reason for this, we would assure ICOMOS and UNESCO that we have taken the findings of the Mission very seriously, and consider we have supplied all the information requested by WH</p>

		<p>Committee decision WHC 33 COM 7B.131, para.9. We therefore refute the suggestion that our submission has not provided this information, and are disappointed that this was apparently not received.</p> <p>Some of the information listed above has been superseded. Of greatest note is the commissioning by Bath & North East Somerset Council of a Transport Strategy for Bath.</p>
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 <p style="font-size: small;">United Nations Educational, Scientific and Cultural Organization</p>	 <p style="font-size: x-small;">City of Bath inscribed on the World Heritage List in 1987</p>	<h2 style="margin: 0;">World Heritage Site Management Plan 2010 – 2016</h2> <h3 style="margin: 0;">2013 Mid-Term Progress Monitoring Table (as at September 2013)</h3>
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The table below shows the 71 actions included in the 2010 City of Bath World Heritage Site Management Plan. Against each action is a short statement describing progress to date. To give an indication of progress, actions are marked red, amber or green.

Red, Amber, Green ratings:	
ACHIEVED, exceeded or on target to achieve measure of success	■
PARTIALLY ACHIEVED, or underway, or partial success	■
NOT YET ACHIEVED	■

<p>Midway through the six year management plan, delivery against actions shows solid progress. From a total of 71 actions, 35 (49%) have already been achieved, 28 (40%) are under way and 8 (11%) are not yet progressed.</p> <p>100% achievement is not possible, as circumstances have changed since actions were set three years ago. For example, the proposal to establish a 'Bath Rapid Transport Route' (action 20b) was dropped following funding restrictions and public opposition.</p> <p>Other items however have progressed very well, such the £4.3m 'Two Tunnels' cycle route (20a), which was a challenge both in terms of engineering and finance, and the hybrid bus trials (24b), which have led to a new fleet of low emission park and ride buses.</p> <p>Progress in the coming years as we move toward a new plan looks equally promising, with long awaited initiatives such as the bath Transport Strategy now under way.</p>	<p style="text-align: center;">RAG Performance</p> 
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TOTAL = 71 actions. 35 Green 28 Amber 8 Red

Action	Progress Comments
<p>1a Review WHS Management arrangements with a view toward potentially moving to a new model placing OUV at the centre of decision making & unlocking new funding sources</p>	<p>In 2011 the Council funded WH Manager post moved from Planning Service to Culture, Leisure, and Tourism. A single Council Director was identified with responsibility for WH.</p> <p>In 2013 a new independent Steering Group Chair was appointed, succeeding the previous Chairman (appointed 2009). A workshop reviewing membership and performance of the Steering Group was undertaken in June 2013 (see 1b) with recommendations subsequently being implemented.</p> <p>The WH Enhancement Fund was established July 2009, representing a new funding source. The fund is managed by a committee comprising of representatives of the Council, Bath Preservation Trust and the WHS Steering Group. It reports to the WHS Steering Group. See 11d for details of projects undertaken. Projects have been delivered through commissioning of local craft skills (principally stone masonry and iron work), including work with training establishments (City of Bath College). Thus new partnerships have been formed. Significant volunteer time has also been used, including the Probation Service through their 'Community Payback' initiative.</p>
<p>1b Continue to hold regular Steering Group meetings</p>	<p>With the appointment of an independent Steering Group Chairman in January 2009, the WHS Steering Group was reinvigorated and formally met three times that year, three times in 2010, twice in 2011 and twice in 2012.</p> <p>With the appointment of a new chair in 2013, the group met in March and held a review workshop in June as a 'health check' to assess performance. Feedback was positive and attendance over the plan period has been good.</p>
<p>1c Develop an annual WH work programme</p>	<p>The Council employed World Heritage Manager has been working to an annual work programme. The WHS Steering Group set priorities in 2010 and reviewed these again in 2013 following the June review meeting.</p>
<p>1d Produce an annual WHS report/ newsletter</p>	<p>Annual reports have been published for the WHS Enhancement Fund in 2011, 2012, 2013. Hard copies are sent to 1,500 Bath Preservation Trust members, using their annual general meeting mail-out. Further copies are distributed at events during the year (Twerton Heritage Day, Archaeology Festival, Heritage Open Days, etc.) bringing distribution to over 2,000. Email copies are sent to all Bath Councillors and contacts in other WH sites. A copy is posted on the web-site, and the WH noticeboard in the Roman Baths.</p>
<p>1e Continue to identify funding sources to include contributions from visitor attractions &/or local tax</p>	<p>The Bath & North East Somerset Council Resources Service Plan (2012) included consideration of a Voluntary Tourist Levy. This issue is therefore being actively explored (by financial consultants Price, Waterhouse, Cooper) and deserves a separate action of its own.</p> <p>Since 2010, a wide range of external funding, directly related to the OUV of the site, has been levered in. The Heritage Lottery Fund (HLF) website (www.hlf.org.uk) lists a total of 161 heritage projects (across all funding streams) grant aided in Bath and environs in the last 5 years. The most notable HLF examples include:</p> <p>Granted:</p>

<ul style="list-style-type: none"> • The Holburne Museum. (extension opened 2011). HLF Grant £11.2m. • 1a Royal Crescent. Bath Preservation Trust awarded £1.4m as part of a £5m museum conversion (2011/12). • British Waterways awarded £50,000 for Kennet & Avon Canal repairs (2011) • Beckford Tower Trust awarded £27,700 (2010). • Royal Victoria Park (grade II registered) restoration works completed in 2010 (£1.8m grant in 2000) • Bath Abbey granted £22,500 (2013) for an oral history project. • Beau Street Hoard (of Roman coins) granted £54,400 (2012/13) • Victoria Art Gallery awarded £127,200 for acquisition and community activities (2012/13) <p>Pending:</p> <ul style="list-style-type: none"> • Bath Abbey. HLF bid for circa £12m submitted as part of their £18m 'Footprint' project (2013). • Roman Baths. HLF bid for £3.2m submitted for the £4.3m 'Archway' learning centre (2013) • The Cleveland Pools Trust submitted an HLF bid in 2012, ultimately seeking £2.7m for the £3.4m project to restore the Georgian lido. The initial bid was unsuccessful, and they are looking to re-submit. <p>Aside from HLF funding, other significant external funding has included:</p> <ul style="list-style-type: none"> • Bath Transport Package. Central Government (Dft) granted £10.9m (final approval July 2012). • The European Commission £5.6m CIVITAS bid to fund transport innovation in the city was implemented. • West of England Partnership flood defence funding (Bath Quays Waterside Scheme) £11m 2013. • Council/Local Sustainable Transport Fund, £910,000 for Batheaston cycle route 2013 (see 20b). <p>Funding has also come from new sources, such as the European Historic Thermal Towns Association (10k Euros – Council of Europe, 2013)</p>	<p>1f Maintain links with appropriate local, national & international bodies which support WH management & funding</p>
<p>Links with appropriate bodies have been maintained. The City of Bath has:</p> <ul style="list-style-type: none"> • Remained a leading, active member of the Organisation of World Heritage Cities (OWHC), supported Regensburg, Germany, in taking on the NW European secretariat and contributed to position paper 2013. • Remained a member of the UK Local Authority World Heritage Forum (LAWHF), with the Steering Group Chair (Peter Metcalfe) being a past Chair of LAWHF and the World Heritage Manager being (since Dec. 2012) a national committee member. • Been a current and founder member of the European Historic Thermal Towns Association (EHTTA). • Since 2010 explored a potential trans-national World Heritage bid based on spa culture with a group of 16 European Spas under the working title 'Great Spas of Europe'. Bath experts sit on the International Experts Group and provide secretariat to the project, contributing knowledge from our experience of WH 	

		<p>management.</p> <ul style="list-style-type: none"> • In 2012, hosted the first meeting of chairs of the steering groups from UK World Heritage Sites. • Since 2010, received visits directly related to World Heritage from Oman, Taiwan, China, Germany, Northern Ireland and Hungary. • Remained a corporate member of ICOMOS UK.
	<p>2a Undertake & engage partners in a review of the risks facing the site, & evaluate how these are being addressed</p>	<p>Risk management of the site is predominantly addressed by the Council's Business Continuity & Emergency Planning Unit, who work in partnership with a wide range of bodies including the emergency services, voluntary agencies, media, etc. This team has in place a framework of documents/procedures, including a Community Risk Register, Bath City Centre Evacuation Plan and a Community Resilience Manual. Principal risks to the OUV of the site include flooding (see 2b), landslip, prolonged drought and terrorist threat. The World Heritage Manager has been working with this team to ensure heritage considerations are included in their planning.</p> <p>Some risks fall beyond the remit of Emergency Planning. These currently include inappropriate development, 'Fracking' (shale gas exploitation) and ash dieback (a tree disease). These risks are not fully explored in the WHS Management Plan. The desirability of doing so in the 2016 plan will be investigated with the steering group.</p>
	<p>2b Progress, adopt & implement the emerging Flood Risk Management Strategy</p>	<p>Bath & North East Somerset Council has conducted substantial work in putting in place the Flood Risk Management Strategy, which (under the Bath Flood Risk Management Project) includes the following documents (completed and published to web-site):</p> <ul style="list-style-type: none"> • Bath Compensatory Storage Study (Nov 2011) • Flood Risk Management Study (May 2009/June 2010) • Sequence and Exception Tests (Nov 2010, updated Mar 2013) • Strategic Flood Risk Assessment (2009) <p>The project was endorsed by the Environment Agency by letter of compliance dated 8 February 2013. The package is intended to comprise of 'live' documents, which will be updated as and when new information or guidance becomes available, or conditions change.</p> <p>A £5m flood defence scheme (Bath Quays Waterside Project) will start in summer 2014, designed to release development land in this area.</p>
	<p>3a Support proposals for better facilities for the Council's archives</p>	<p>Bath & North East Somerset Council has investigated several possibilities to re-locate the archives as part of wider property developments. To date, none of these have come to fruition. This action is marked red, as despite active consideration of the issue having taken place, a solution does not appear to be within sight.</p>

	3b Complete & publish the revised list of Listed Buildings for Bath	The revision of the list of listed buildings in Bath was the last major list revision to be undertaken by English Heritage and due to the number of entries (5,000+) this took some time to compile, check, consult with property owners and advertise. The project was completed in 2012 and the revised list incorporated into the national list for England. The list is an essential tool in the management of attributes of OUV within the WH property.
	3c Maintain a public Historic Environment Record (HER) library & archive	An Historic Environment Record Officer was appointed 7 Feb 2011. The HER was subsequently developed and went 'live' on-line using the EH Gateway site in July 2013. A local version 'district on-line', which also provides mapping information, will also be available imminently.
	3d Establish a WHS Research Group with a remit to identify existing research & research opportunities	Bath is well researched, but findings are held in a number of different places including the City Archives, Library Local Studies Collection, Museums, universities, HER and on-line. Without a clear picture of what is held, gap analysis is difficult. Research has strengthened, with the History of Bath Research Group (around 100 members) recently establishing a web site www.historyofbath.org.uk where details of research topics are listed. The internet has offered the ability to give far greater exposure to findings. The WHS Steering Group has undertaken to take this issue forward, with a proposal to set up a WH Research Group based at Bath University. One aim is to create a database of research. Modern research and monitoring of items such as traffic flow will be included.
	4a Identify suitable processes & partners to develop processes assessing the condition of OUV	UNESCO Periodic Reports have been compiled and submitted in 2005 and 2013, giving baseline monitoring information. A more detailed set of monitoring indicators have been produced. The required information is currently collected by a range of Council departments and other agencies across the site, but this is not collated for WH purposes. No resource is currently identified to enact this.
	4b Establish & implement annual monitoring system	An annual report outlining progress on the actions of the WH Management Plan was produced in 2011, 2012 and here at 2013. Monitoring of the site itself has been addressed through UNESCO Periodic Reports (see 4a) and development of monitoring indicators. Monitoring information is currently captured, but not collated together into periodic reports due to the size of the site and the consequent time resource of undertaking this exercise.
	5a Include WH policies & references in the emerging Core Strategy	The draft Core Strategy contains a World Heritage policy and the WHS is referenced and considered throughout this and related documents. The future of the draft strategy is currently unclear, with a public examination underway at September 2013, and the inspector focussing on the provision of housing land. At this stage it is uncertain if the strategy will be adopted, but the action of including policy and references has been achieved.

5b Complete Building Heights Study & take this forward as a SPD	The Bath Building Heights Strategy was commissioned in 2009 and completed November 2010. This document has been used as a material consideration the planning process, but has not been formally adopted as a Supplementary Planning Document.
5c Produce a summary of the WHS Man. Plan & adopt as SPD	This remains an unmet objective of the Steering Group. Following the drafting of attributes (completed 2013) material for this document is in place, and it can be progressed subject to resource to produce it being available.
5d Provide support to Planning Development Management on use of WH policies	An advice note was produced in 2011. Periodic advice has been supplied as and when necessary.
5e Provide WH training as required to elected members/officers	Training has been provided (see 7a)
5f Review the Bath Conservation Area boundary & produce character appraisals	No progress has been made on this action. The size of the Bath Conservation Area makes this a significant undertaking. Dividing the area into character zones and phasing delivery of appraisals would be feasible, but this remains a significant project for which resources have not been identified.
5g Produce a local list SPD as encouraged by Planning Policy Statement 5	An initial allocation of £2,500 of funding was authorised by Cabinet (13 Jul 2011) to investigate this. However, given the number of potential local listings, the implications of producing & operating a list were found to be far in excess of available resources, & the project has not progressed. It should be noted however that since the emergence of the National Planning Policy Framework, non-listed 'heritage assets' have been recorded on the Historic Environment Record and the distinction between listed and non-listed assets has blurred.
6a Review major plans & strategies affecting the WHS & ensure account has been taken of potential impacts on OUV	Strategy reviews & contributions undertaken in 2012: Purple Flag accreditation, Emerging Green Infrastructure Strategy, Public Realm & Movement Strategy, CIVITAS project, Public Toilet Provision, Dressing the City, Arts Strategy, Core Strategy. Strategy reviews & contributions undertaken 2013: Green Infrastructure Strategy stakeholder workshop, Cotswold AONB Management Plan, Retro-fitting SPD stakeholder workshop, Economic strategy.

	6b Ensure web sites & links are appropriate & in place	This remains problematic. The Bath WHS web pages are housed within the extensive Council web-site, and they contain only basic information. This area is therefore thought to be under-performing and is marked red. See also 15c
	7a Explore development of training for planners, elected members etc. on architecture	A tour was undertaken for new elected members on date 17 June 2011. A presentation on world heritage matters was delivered to Development Control Committee on 31 Aug 2011. Marked amber as further training is thought to be required.
	7b Encourage preservation societies to clearly state their policy on contemporary architecture	This action was added when the Bath Preservation Trust were considering policy on contemporary architecture. They have since published their 'Recommendations on Architecture and Design in Bath' 2011.
	8a Climate Change: Undertake partnership work to seek consensus & guidance	Historic building adaptation guidance document 'Warmer Bath' was launched 4 July 2011, and subsequently shortlisted for a national Royal Town Planning Institute award. CABE funding was awarded to BPT & CSE for a climate change mitigation design strategy in London Rd and Snow Hill, with a wide range of partners. A Sustainable Construction & Retro-fitting Supplementary Planning Document was produced and adopted by the Council on 13 February 2013.
	9a Produce list of guidance required (including information for building owners), prioritise this & include production in the annual WH work programme	No list has been produced, but gaps have been identified (such as retro-fitting of historic buildings for energy efficiency) and action taken (see 8a) This action is earmarked for review in the next management plan. Under the provisions of the proposed National Planning Policy Framework, the relationship of planning policy to guidance has altered. Lengthy guidance documents, especially in hard copy, are not always deemed appropriate.

9b Continue to offer a range of lectures & other learning opportunities for owners related to OUVs	<p>A range of lectures and other measures continues to be staged. Bath Preservation Trust have a dedicated website www.bptlearning.co.uk containing details of events across their museums, their education programme for schools, online learning resources and more.</p> <p>Bath and North East Somerset Council's Heritage Services http://www.bathnes.gov.uk/services/tourism-and-heritage/museums-galleries-and-tours/heritage-events also run a full programme of events.</p> <p>A third source of learning opportunities is provided by the National Trust (also Steering Group members). http://www.nationaltrust.org.uk/prior-park/things-to-see-and-do/events/</p> <p>In addition to the above, Bath Green Homes http://www.bathgreenhomes.co.uk/ which is a community project organised by Transition Bath, Bath Preservation Trust and B&NES Council, provides advice to homeowners to make houses warmer, greener and cheaper to heat.</p>
10a Embed maintenance requirements into procurement of all capital works	<p>Improvements have been made in the way in which the new schemes are procured, with contracts to supply items such as bus shelters including on-going maintenance requirements. This holistic approach has improved procedures and lowered costs, but this remains a problematic area and one which is difficult to monitor as an action.</p>
11a Continue to monitor & address listed Buildings at Risk (& other assets carrying OUV), & act accordingly	<p>The 2012 national Buildings at Risk register (which encompasses grade I and grade II*) shows 3 entries for Bath (all grade II*). The local Buildings at Risk register (encompassing all grades) was updated & migrated to a new spread sheet in 2012. The local buildings at Risk register contains 24 entries. These numbers have remained similar for many years, with items being removed and others added. This represents approximately 0.44% of the listed buildings in the site.</p> <p>The World Heritage Enhancement Fund (see 1a) has repaired & removed five items from the list in the plan period to date: (2 canal bridges, 1 canal chimney, Portland Place Chairman's Ramp, Norfolk Crescent Watchman's Box).</p>
11b Act quickly to remove Council owned properties from the Buildings at Risk register	<p>The WH Enhancement Fund has successfully removed the Council owned C18 Norfolk Crescent Watchman's Box and Chairman's Ramp, Portland Place, from the register. The Council also adopted a grey 'K6' historic telephone kiosk opposite no.1 Royal Crescent. Active management, including urgent works, has been undertaken at Cleveland Pools, although no new use for the complex has been secured.</p>

<p>11c Instigate a Streetscape at Risk Register to identify non-building elements of the historic environment under threat</p>	<p>Although no register has been produced, (this is earmarked as a research project) action has been undertaken on many items themselves. Organised by the WH Enhancement Fund (see 1a), examples include 40 Bath Turnpike markers and historic lampposts conserved or restored, including specialist repair of an accident damaged cast iron mile marker at Widcombe Hill and restoration of a mile marker from Bath at Work Museum to its original location at Lower Bristol Road. A grade II listed K6 telephone kiosk has been purchased by B&NES Council and restored at Brock Street. Halfpenny Bridge at Widcombe has been restored (2013), and a horse trough at Holloway was repaired in 2011. Of particular note is the restoration of 15 incised street names – a very characteristic feature of Bath.</p>
<p>11d Continue to progress enhancement & conservation works through the WHS Enhancement Fund /seek new funding</p>	<p>Since 2009, the Enhancement Fund has undertaken 51 projects, with a further 40 Bath Turnpike markers and historic lampposts cleaned and re-embazoned. Over this period, the Fund has received £152,000, (£100,000 of this from the Council). In the 51 projects, contributions to the Fund usually support those of others, and the total expenditure on the site is in excess of £1m. This figure does not include significant volunteer time.</p> <p>Projects have included 'heritage at risk' items, such as the grade II* listed Norfolk Crescent Watchman's Box, the Chairman's ramp at Portland Place (grade I) and iron Kennet and Avon Canal bridges. Projects often focus on 'non-operational' items which other agencies will not address (such as painting of railings) and also include interpretation measures (see 15a).</p>
<p>12a Bring forward WHS Setting Study SPD, ensuring it identifies key views.</p>	<p>Following Council cabinet approval of the SPD on 14th November 2012 it was adopted on 16th August 2013. It can be viewed at www.bathnes.gov.uk/settingofbath along with the adoption details and background information. The SPD supplements saved Policy BH.1 of the Bath and North East Somerset Local Plan and Policy B4 of the Bath and North East Somerset Core Strategy once it is adopted. It is an essential tool in guiding planning decisions affecting the setting of Bath. Criteria for assessing the importance of views are included.</p>
<p>12b Continue to monitor the effectiveness of existing setting protection & consider the necessity of applying a formal buffer zone</p>	<p>In developing the Setting Study (12a) detailed consideration was given as to whether a formal buffer zone was needed. English Heritage and other key stakeholders contributed to this discussion, and public consultation was undertaken. The conclusion was that an identified 'setting' backed by planning policy but with flexible boundaries, was a smarter tool than a rigid buffer zone. It would provide the same protection. It was also felt that a rigid buffer zone would be construed as a zone where nothing could change, which would not be beneficial to the management of a historic urban landscape on this scale.</p> <p>Significant development (housing proposals) in the setting continues to be discussed, informed by the Setting Study SPD. This action is on-going, but as buffer zone consideration has been conducted and management measures progressed through the Setting Study, the action is marked green.</p>

	12c Include protection of the hot springs within the emerging Core Strategy	<p>The Hot Springs are currently protected under existing Local plan. Upon adoption of Core Strategy, protection will rely on the WH policy.</p> <p>Other protection measures include Council monitoring of Mendip quarrying activities including deep quarrying & 'fracking'. Council retains specialist consultants to monitor these proposals & will act to prevent any potentially damaging activity. Drilling to replace the Hetling Spring borehole began 5 Sep. 2011 (until end of Nov 2011), undertaken by Wessex Water on behalf of Council. The mild steel casing of the current bore hole was rotting, potentially affecting the hydraulic pressure of the whole spring system. The current precision engineering works were therefore a necessary intervention & investment for the future.</p>
	12d Produce a Trees & Woodlands Strategy for the WHS	<p>No strategy has been progressed, but active consideration is underway. A workshop was held on 20 June 2013 to explore the possibility of submitting a funding bid focussed on the landscape setting of the WHS. This would include addressing issues surrounding trees within the site setting. This was instigated by the Cotswolds AONB Board, and partners would include B&NES Council and the National Trust.</p>
	12e Continue to progress possible transfer of Beechen cliff from the Council to the National Trust	<p>Steering Group partner organisation the National Trust has also been monitoring the impact of Ash Dieback disease on the skyline trees of Bath.</p> <p>Negotiations between Bath & North East Somerset Council and the National Trust (brokered by the Chairman of the WHS Steering Group) took place over several years to explore the possible transfer of land at Beechen Cliff from Council ownership to the National Trust. The Council earmarked £500,000 of potential funding to the project. The National Trust progressed the matter upward through their hierarchy to the National Acquisitions Board in May 2013, but the project was rejected as the land was not deemed to be under threat and risk of landslide could not be indemnified against. This action is marked amber, as despite the unsuccessful outcome, the matter was fully progressed. The Avon Wildlife Trust are keen to become involved in nature management here.</p>
	13a Publication of 'Bath Urban Archaeological Assessment' research and planning tool	<p>The final draft of this document has now been produced, and signed off by the Council and English Heritage. It is now (October 2013) being prepared for printing and publication. English Heritage funding is in place to achieve this. The timetable for publication rests with English Heritage.</p>
	13b Revision of Archaeology in Bath SPG as new Supp. Planning Document	<p>Publication of the National Planning Policy Framework has led to this action being reviewed. Revised guidance associated with the NPPF has reduced the need for a Supplementary Planning Document, and as guidance is being scaled back consideration is being given as to whether brief guidance for applicants would be more appropriate than an SPD</p>
	13c Revise B&NES Archaeology web	<p>The archaeology web pages http://www.bathnes.gov.uk/services/tourism-and-heritage/archaeology are current, and reflect national guidance. (PPS 5 has now been superseded by the National Planning Policy Framework).</p>

	pages to reflect changes in national guidance (PPS5).	
	14a PRMP to provide pattern book for landscape features in public realm to manage asset & inform material choices for all future improvement work	<p>The Pattern Book is progressed and in final draft, with completion expected before the end of 2013 calendar year. This has been developed with extensive stakeholder involvement, including English Heritage. Schemes based on guidelines within the book are being progressed (see 14c).</p> <p>The action is marked amber in recognition that the book is not yet launched.</p>
	14b Produce a street lighting strategy for the WHS as part of PRMP pattern book	<p>The Light and Darkness strategy is included within the PRMP (see 14a) and thus very close to production/adoption.</p>
	14c PRMP adopted & programme of works identified to achieve incremental improvement	<p>Comprehensive improvement programmes at Northumberland Passage (2012) and the High Street (2013) have been completed to a high standard with quality natural materials.</p> <p>Funding is in place to bring forward schemes at North and South Keys (Bath Riverside), Seven Dials (Cycle Challenge Scheme funding) and a new shared space public square at Saw Close (planning application imminent).</p> <p>Marked green as PRMP was adopted as Council policy 2010, and schemes have been delivered.</p>
	15a Complete Interpretation Strategy for the WHS	<p>A discussion paper was written in advance of work upon a strategy, & tabled at the WH Steering Group of 11 Oct 2011.</p> <p>Individual interpretation measures continue. Bath Tourism Plus has launched the official Bath 'app', and the Enhancement Fund is working toward providing a heritage layer for this.</p>
	15b Continue to explore the feasibility of a City	<p>This action is marked amber, as although it has been actively explored, the desired end result of providing a WHS Interpretation Centre is not in sight.</p> <p>The issue was included on the discussion paper on WHS Interpretation (Oct 2011). Bath & North East Somerset</p>

	Museum/WHs Interpretation Centre	Council's Heritage Services commissioned a feasibility study with regard to using vacant shop property at 34-36 Stall Street as a WH Interpretation Centre/ City Museum. The issue was subsequently included as part of the HLF bid for the 'Archway' Education Centre project, attached to the Roman Baths. This bid (submitted June 2013) proposed that a former shop unit in York Street be used as a WHS Interpretation Centre.
	15c Investigate development of an improved WHS website	The issue has been investigated, but held back by the constraints of operating web pages within the wider Council web site, and resource requirements for maintaining web pages. Although the matter has been investigated, the matter is marked red in recognition of the under performance of the web presence. See also 6b.
	16a Continue to use UNESCO WH day as an opportunity for learning & celebration	WH day was celebrated in April 2011, 2012, and 2013. Figures across all of these years show that given that events are largely outside, attendance figures can reach 4,000 for fine weather, with around 2,500 attendees in adverse conditions.
	16b Continue to promote the use of the WH Education pack in schools & refresh as necessary	World Heritage Education Packs (printed material, CD's and Bath World Heritage A-Z poster) were issued to all Bath Primary Schools in 2009. This material was produced and distributed by Bath Preservation Trust, through their Education Officer. Some schools (St. Andrew's and All Saints (Weston)) are known to have used this material in their curriculum, and feedback has also been forthcoming from Oldfield and St. John's. Work is on-going to develop a scheme of work for a primary history curriculum. Steering Group members are working with head teachers on this. Parent/teacher working groups will decide if the pack should be re-issued.
	16c Continue to train 'visitor ambassadors' in WH matters	Training events were held for the Mayor's Guides in 2009 and again in 2013. A Basic Facts sheet has been produced to dispel some inaccurate facts, and to promote consistency of message.
	16d Implement City information system & heritage interpretation within the suite of PRMP outputs	The City Information System is in place, including: <ul style="list-style-type: none"> - 16 large on-street monoliths (orientation points) - 15 small on-street monoliths (focus points) - 5 wall mounted maps in car parks and park & ride sites - 1 welcome monolith and 1 x journey map monolith at Bristol airport - 4 bus shelters - 4 bus flags - 150k hand held maps originally printed and distributed - 1 suite of digital maps

		<p>The large monoliths incorporate the UNESCO logo and welcome wording.</p>
	<p>16e Provide annual outreach event(s) to promote the HER and archaeology in the district</p>	<p>Periodic events are held by the bodies listed in 9b. These were supplemented by the Festival of Archaeology events, held at Prior Park 2013, and run by B&NES and the National Trust.</p>
	<p>17a Bring forward a Comprehensive Traffic Management Plan for the Site</p>	<p>A Transport Strategy for Bath has been commissioned in August 2013 and a draft report is programmed for early 2014. This will include a full range of traffic options, including previously explored schemes such as an A36/A46 link road, and an eastern park and ride site.</p> <p>In other measures, the Bath Transport Package (BTP) received final approval in July 2012 and was granted £10.9m. In terms of railway transport, the government has announced electrification of railway through London/Bath/Cardiff. This is intended to increase capacity and reliability, whilst removing polluting diesel engines. Significant passenger improvement works have been undertaken at Bath Spa Station (2012/13) making train use more attractive.</p>
	<p>17b Implement CIVITAS package elements of cycle hire & Way finding schemes</p>	<p>The Way finding elements of monoliths & pedestrian orientation points are in place (see 16d)</p> <p>The cycle hire scheme was launched as a trial on 26 Sep 2011, part funded by CIVITAS. As at 2013, the CIVITAS funded trial has ended but the scheme has been deemed worthy of continuation. A new contract for the scheme has been awarded to a new operator (Nextbike) following a competitive procurement exercise in November 2013. It is expected that an expanded scheme with 10 docking stations will be re-launched in April 2014.</p>
	<p>18a Implement establishment up of a freight trans-shipment depot outside Bath</p>	<p>Contractor procured & trial in place from Jan 2011 – Dec 2011. 15 Bath retailers took part. By Sep 2011, 142 deliveries had been consolidated into 22 - an 84% reduction. Following the trial, the scheme was extended for a second year moving from a free to charging service at £9.95 per pallet. It has now been extended until at least July 2014. 30 Bath retailers are now on board, and on average participating businesses have seen deliveries reduced by an average of 80%. The service charges £9.95 per cage and £12 per pallet.</p> <p>Also, HGVs transgressing weight limits were monitored during 2012 and warned to discourage use of city centre.</p>

<p>18b Progress the Closure of key streets and spaces to vehicular traffic</p>	<p>There has been considerable activity regarding traffic restriction during the plan period. Not all have led to closures.</p> <p>In 2011, consultation was undertaken on the potential full closure of Pulteney Bridge to vehicular traffic. However, following concern from public transport operators and local residents, the proposal was not instigated. Tour buses and University bus services were however barred from the bridge at this time. Restricted access to taxis and some bus services remains.</p> <p>On 14 Sep 2011 Bath & North East Somerset Council voted in favour of heavy goods vehicle weight restrictions in Bathwick St/Beckford Rd (Cleveland Bridge). During consultation, objections were made by neighbouring counties (Somerset/Wiltshire) and by the Highways Agency. These objections were upheld by the Secretary of State. Monitoring continues on London Road, and other measures such as low emission zones are being explored.</p> <p>The temporary closure of 3 sides of Queen Square was investigated in 2012/2013. However, the legal permissions required to do this on a major route have meant that this measure will not progress at this time.</p> <p>In early 2014 traffic restrictions will come into force on lower and upper circuits of the city centre. The main provisions of this are 10am-6pm traffic restrictions during core shopping hours. These restrictions are currently in place on Saturday only, but will be extended to the rest of the week. These measures follow consultation in 2009 and 2013.</p> <p>Discussions have taken place with the Circus Area Resident's Association regarding restrictions in Gay Street. Proposals have been put on hold pending the outcome of the Transport Strategy.</p>
<p>18c Support the City Car Club initiative</p>	<p>The Bath City Car Club http://www.citycarclub.co.uk/locations/bath-car-hire is a private initiative, supported from April 2010-2012 by CIVITAS funding (£240,000 through B&NES Council). Pre-CIVITAS involvement, the club had 187 members. By 2013 this has grown to 565 (202%). The fleet of vehicles has grown from 8 to 12, and a van has been added. CIVITAS involvement enabled the trial of hybrid (electric/petrol) cars (6 new Toyota Prius' plus 6 reserved parking spaces). The trial was successful, and the club has retained hybrid vehicles. An estimated 565 tonnes of carbon is saved each year in Bath compared to private car use. The club aims to increase their fleet to at least 20 by the end of 2015.</p>
<p>19a Continue to implement Greater Bristol Bus Network, including A367 route & A4 scheme.</p>	<p>The GBBN measures involved improving priority bus routes. The scheme was completed by March 2012, and delivered infrastructure improvements including electronic 'real time' information displays, raised kerbs, shelters and bus priority carriageway improvements. Operators are required to commit to certain standards through Quality Partnership Schemes. Monitoring information is mainly gathered by six monthly passenger surveys, assessing user numbers and satisfaction levels. Results on both measures have been good.</p>

	<p>19b Implement Bath Transport Package (BTP) provisions of Park & Ride expansions, Bus Rapid Transit construction, city centre improvements, showcase bus route upgrade & active traffic management measures</p>	<p>Following the May 2011 local elections and the Comprehensive Spending Review, the BTP was amended. Changes included removal of BRT Route, A4 Eastern Park & Ride & bus lanes & a reduced Newbridge Park & Ride expansion. Significant elements of the scheme, as originally proposed, have not therefore been delivered.</p> <p>However, other measures within the package have been put in place; including showcase bus routes (see 19b).</p>
	<p>20a. Implement 'Two Tunnels' project</p>	<p>This scheme was completed on time, opening April 2013. This is an ambitious shared use cycle/walking track project, including re-use of two single track former rail tunnels, originally built for the Somerset and Dorset Railway but closed since 1966. The Devonshire Tunnel is 366 metres long, and the Combe Down Tunnel (1692m) is Britain's longest cycle tunnel. Both are lit between 5:00am and 11:00pm daily.</p> <p>The cycle route provides a 13 mile circuit circular route, and extends from Bath to Midsomer Norton. Other engineering works included a new bridge crossing Monksdale Road, Bath, (opened April 2012). Public art and heritage interpretation have been incorporated, as have measures to accommodate bats in the tunnels</p> <p>The route has provided both a sustainable commuter route and new visitor attraction. The project took seven years of planning and three years construction, costing £4.3m with funding from Sustrans (via the Big Lottery Fund), the Dept. for Transport, Bath & North East Somerset Council and other donations.</p> <p>Sustrans predicts the path will attract one million journeys per year. Based on initial usage, this may be an underestimation.</p>
	<p>20b Implement Bath Rapid Transport route with cycle path provision</p>	<p>The £16m Bath Rapid Transport route was a proposed bus only traffic route using a dis-used railway route that would have linked Newbridge to the west of the Bath with the city centre. It would have also allowed for an improved cycle path on that route. The scheme was dropped in May 2011 from the Bath Transport Package (see 19b) due to funding restrictions and public opposition. The route however remains protected under planning policy for possible cycle use. This action appears unachievable and should be removed from the plan.</p> <p>Although the BRT route has not been delivered, work has started on a new off-road cycle route from Bathampton/Batheaston into the city from the N.East. The £910,000 scheme is funded by Bath & North East</p>

	<p>Somerset Council and the Local Sustainable Transport Fund, and involves a new bridge over the River Avon giving cyclists an alternative route to the busy London Road.</p>
21a Continue to identify & implement opportunities to make the historic environment more accessible	<p>Major improvements have been made to the accessibility of major monuments since 2010.</p> <p>The Roman Baths attract approximately 1 million visitors per year. Despite being 6 metres below street level, and a scheduled ancient monument, 60% of underground areas are now accessible to wheelchair users. 2x DDA compliant lifts and improved handrails have been installed. Adapted toilets are available. Carers/helpers receive free admission. British Sign language audio handsets and printed audio text are available for the hard of hearing, and tactile displays and enhanced descriptive audio tours help the partially sighted.</p> <p>The refurbishment of No.1 Royal Crescent (re-opened summer 2013) has included the installation of a lift and other DDA measures.</p> <p>In May 2011 the Mayor of Bath's Access Challenge Award was presented to Victoria Art Gallery for installation of disabled friendly automatic access doors.</p> <p>Design work for new signage was commissioned in 2012. However, political agreement has not been reached on replacement, and no budget for replacement signs is in place. Marked red accordingly.</p>
22a Instigate replacement & upgrade of the roadside City entrance signs	<p>Discussions with Network Rail for WH welcome signs are now at an advanced stage, and a listed building consent application in advance of installation is expected imminently.</p>
22b Seek to provide WHS welcome signs in Bath Spa Railway Station, & other locations as appropriate	<p>The uptake of this leaflet, & subsequent user feedback, has been very good. 33,000 free copies were distributed. However, given the apparent endless demand for these, alternative approaches (including charging) were considered. A downloadable audio trail (see 23b) was produced, and work is now underway with Bath Tourism Plus to develop a smartphone 'app'.</p>
23a Continue the WH City Trail, evaluate success & repeat or extend as appropriate	

23b	Participate in Year of the Museum to include a WH Trail	The WH city trail produced by the Enhancement Fund in 2010 was turned into an audio trail, and incorporated on the Bath Tourism Plus website. It was downloaded 14, 060 times in 2011.
24a	Progress joint SW WH sites marketing scheme	<p>The 4 WHS in South West England collaborated to produce a web-site, aiming to promote the Sites and make travel between them easier and more environmentally friendly. The web site used advanced technology for the time, more akin to a desktop application than a traditional web-site and linking to travel timetables. The site was launched in December 2009 and operated for 3 years. Site visits at its peak in 2011 were around 1,500 per month. As a pilot it was a success, but monitoring the impact was difficult and maintenance costs high.</p> <p>In September 2013 a bid under the Arts Council's 'Cultural Destinations' programme was made, based on joint tourism marketing between Bristol and Bath. These two different destinations have rarely been viewed as being complementary, despite being only 15 minutes apart by train. The outcome of this bid will be known in January 2014.</p>
24b	Introduce trial hybrid fuel low carbon park & ride buses	A CIVITAS funded 18 month trial ran from August 2010 to December 2011. A bus running on battery power and a 1.9l diesel engine was trialled on all park and ride routes. Fuel economy was up to 40% better than diesel equivalent, and there were no failures in service or engineering issues. Following this successful trial, operator First Group invested in 8 new 75 seat low-carbon hybrid diesel/electric double deck buses to serve the Park and Ride sites. Start date October 2012. Central government part funded this through Green Bus Fund. New vehicles have leather seats, Wi-Fi, next stop display & climate control on upper deck.
24c	Introduce new map base & way finding system	These products are now in place as part of the City Information System (see 16d)
25a	Promote visitor attractions co-ordination through the Visitor Attraction Forum	<p>The Visitor Attraction Forum covers the district of Bath & North East Somerset and has been meeting for around 10 years. The Forum is still in existence, and convenes as and when required to discuss issues of common interest.</p> <p>This item is marked amber only as meetings of the Forum have been irregular in recent years.</p>
25b	Encourage opportunities to use WHS status & logo in promotion, marketing & civic signage within UNESCO	<p>Since 2010 promotion of Bath's WH status and the WH symbol has increased significantly.</p> <p>There are multiple references to WH on web-sites and promotional material of a large number of businesses and institutions across the city. These range from official partner agencies such as Bath Tourism Plus, to large institutions such as the two universities, through to individual businesses such as guest houses.</p> <p>A second official WH plaque has been installed in Abbey Churchyard, at the point where the Mayor's Honorary</p>

guidelines	<p>Guides begin their tours.</p> <p>The WH logo and text has been incorporated in (16) of the primary way-finding monolith signs in the city centre, located at principal entrance routes (see 16d).</p> <p>A large metal sculpture of the WH symbol has been installed in the entrance hall of the Roman Baths, and as such is viewed by approximately 1 million visitors per year. The sculpture idea stems from best practice imported from another WH site (Xian, China).</p> <p>Widespread promotion of the logo during the 2012 25th anniversary celebrations of Bath WHS took place. These included production of 'pop-up banners' which were used across a variety of events. Bath also hosted a travelling OWHC international exhibition in 2013 in Bath Central Library.</p> <p>The National Trust are considering using the WH logo on promotional material.</p> <p>Many printed leaflets now carry the logo. Leading examples include the WHS City Trail (33,000 distributed), WH Enhancement Fund Newsletters (30,000 distributed), and the 2013 'In the Footsteps of Ralph Allen' trail.</p> <p>In 2012 a 'People's Survey of Local Heritage' was conducted in Bath and surrounding area as part of the QUEST project. 748 people responded. 71% felt Bath's WH status is positive and important. However, only 28% recognised the UNESCO logo, suggesting that there is further work to do here.</p>
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Attributes of the City of Bath World Heritage Site



Attributes are aspects which convey or express the Outstanding Universal Value of the World Heritage Site and which contribute to and enhance understanding of the Outstanding Universal Value. This document has been endorsed by single cabinet member decision on 14 May 2014.

The key purpose for identifying attributes is so that they can be **protected, managed and monitored** and are needed when assessing **planning applications**, when considering **planning allocations** and when **planning projects** or other interventions. (UNESCO Operational Guidelines for the Implementation of the World Heritage Convention, Sections 88 and 89, and Annex 5)

Attributes are greater than individual components and need to include the valued characteristics which convey the values identified in the Statement of Outstanding Universal Value. The Operational Guidelines (para 82 and Annex 5), suggests that the following types of attributes might be considered as conveying or expressing Outstanding Universal Value:

- form and design;
- materials and substance;
- use and function;
- traditions, techniques and management systems;
- location and setting;
- language and other forms of intangible heritage;
- spirit and feeling; and
- other internal/external factors.

With reference to the City of Bath World Heritage Site, six headline attributes (below) were agreed in the 2010-2016 WHS Management Plan:

1. Roman Archaeology



2. Hot Springs



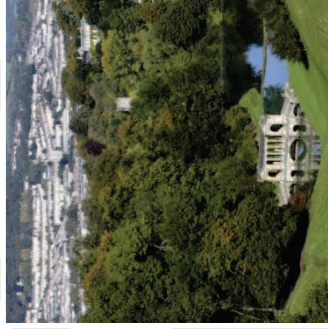
3. Georgian Architecture



4. Georgian Town Planning



5. The green setting of the city in a hollow in the hills



6. Georgian architecture reflecting 18th century social ambitions



These were carried forward, little altered, from the 2003-2009 WHS Management Plan and have therefore provided a sound and consistent basis for site management for over ten years. They do not however provide sufficient detail to provide an understanding of what it is that the management plan is seeking to protect. The table on the next page therefore expands in greater detail these attributes.

Roman Archaeology		Form & Design
1.	The archaeological remains of the Roman temple of Goddess Sulis Minerva and baths complex built around the Iron Age Sacred Spring, including the Great Bath, East baths, Circular Bath and West Baths, with the Roman Baths still capable of being used for their original function	Form & Design
2.	Roman archaeological remains within the city wall (itself thought to be of Roman origin) beyond the temple and baths complex, demonstrating the extent of the city	Form & Design
3.	Roman and Iron Age archaeological remains beyond the city wall including hill forts, field systems, villas and funerary monuments, demonstrating the context of the Roman city	Form & Design
4.	The surrounding road system and street plan of the Roman city, overlain by the medieval layout and influencing the form of the Georgian city, such as London Road	Location & Setting
5.	The culture and traditions associated with bathing and healing (recovered fragments, including Roman pewter, coins and inscribed curses, are artefacts and not themselves of OUV, but help demonstrate the function of the Baths and Temple Complex).	Language & other forms of intangible heritage
The Hot Springs		
6.	Bath as a centre of healing, the medical research and learning associated with the 'cure' of the hot waters and medical establishments developed around them including almshouses and hospitals.	Traditions, techniques & management systems
7.	The spiritual importance of the hot springs, the cultural use of the waters and the continuous flow of hot water from antiquity to present day	Spirit & feeling
Georgian Town Planning		
8.	The introduction of innovative forms of town planning including squares, crescents and circus	Form & Design
9.	Visual homogeneity of the city due to widespread use of local Oolitic (Bath) limestone, a limited palette of colour tones and the uniform scale and height of buildings	Form & Design
10.	The deliberate creation of a beautiful city	Form & Design

11.	Views and vistas, within the Georgian city deliberately created by awareness of context, and beyond, including such components as Prior Park and Sham Castle, designed to view, and be viewed from, the city centre.	Form & Design
12.	The positioning, orientation and layout of Georgian buildings, for example in serpentine terraces, to use slopes and contours to create dramatic forms	Form & Design
13.	The design of the Georgian city to facilitate outdoor social interaction and activity, including walks, promenades, colonnades to afford weather protection, and pleasure gardens	Form & Design
14.	The Kennet & Avon Canal, Somerset Coal Canal and associated features	Form & Design
15.	The influence of Georgian town planning in Bath on subsequent developments in the UK and beyond	Form & Design
16.	The creation of wide, flat pavements to encourage promenading	Form & Design
17.	The harmonious and logical integration of individual Georgian developments, with residential terraces interspersed with public buildings such as Assembly Rooms and Pump Rooms, and multiple architects building to a common ethos rather than to an overall master-plan	Form & Design
18.	The principal historic road routes into the city, marking the arrival points for visitors who almost universally came by road	Use & Function
19.	The design of the Georgian city as a theatre set, with visual surprises and open spaces linked with one another	Use & Function
20.	C18th picturesque principles including the relationship of buildings to landscape, the concept of blending countryside and town, and historic parks and gardens	Location & Setting
Georgian Architecture		
21.	Transposition of Palladio's ideas to the scale of a complete city in a British setting, and employed in a wide range of building forms including houses, public buildings, Pulteney Bridge and churches	Form & Design
22.	Key visual landmarks within views, such as the Royal Crescent and Beckford's Tower	Form & Design
23.	The contrast between polite, controlled, formal facades and the informal rear of Georgian buildings	Form & Design
24.	The Abbey Church as a key part of the urban form of the Georgian city	Form & Design
25.	The works of noted architects including the John Woods, Robert Adam, Thomas Baldwin, John Palmer, John Eveleigh and John Pinch	Form & Design
26.	The design of terraced houses to appear as though they were a single country house or palace, demonstrating the social aspiration of occupiers to emulate the aristocracy	Form & Design
27.	The Georgian monumental ensembles of crescents, squares, circus and terraces forming iconic, internationally recognisable structures, where the whole is greater than the sum of the individual parts.	Form & Design

28.	The extent of Georgian redevelopment, almost totally obscuring previous mediaeval buildings and the widespread survival of this fabric leaving a unique complete example of a Georgian city.	Form & Design
29.	Detached villas, largely in the suburbs of the city, showing the transformation of Bath toward a genteel retirement settlement at the end of the Georgian period.	Form & Design
30.	The universal use of natural building materials in the Georgian city	Materials & Substance
31.	Widespread creation of basements and vaults to level the land below the Georgian city	Materials & Substance
32.	The widespread use of timber vertically sliding sash windows in the Georgian city, with scale and detailing that evolved over time and often closing directly onto a stone sill	Materials & Substance
33.	The use of wrought iron work to provide external features such as railings, overthrows for lanterns, etc.	Materials & Substance
34.	Components of Georgian street furniture, including coal holes, basement winches, foot scrapers, lamp brackets, watchman's boxes, and similar items.	Materials & Substance
35.	The high quality of craftsmanship in Georgian building construction and ornamentation	Materials & Substance
36.	The expressed hierarchy in both the exterior design of Georgian buildings, and the use spaces within, and the subsequent difference in their scale, ornamentation and decoration.	Use & Function
37.	Shop units, coffee and ale houses, demonstrating the evolution of the retail industry in the Georgian period	Use & Function
38.	The ubiquitous use of chimneys and fireplaces within Georgian buildings reflecting the use of coal as a fuel source	Use & Function
39.	Building design adaptations such as semi-circular stair walls and ramps for the use of sedan chairs, reflecting the adaptation of architecture to cater for the needs of a spa town.	Use & Function
40.	Many of the Georgian buildings remain in, or are capable of being used for, their original purpose	Use & Function
41.	Individual internal fitting out of Georgian houses behind a uniform facade, and incomplete, truncated terraces, demonstrating the speculative nature of Georgian development finance	Traditions, techniques & management systems

The Green Setting of the City in a Hollow in the Hills		
42.	The compact and sustainable form of the city contained within a hollow of the hills	Location & Setting
43.	The distinct pattern of settlements, Georgian houses and villas in the setting of the site, reflecting the layout and function of the Georgian city.	Location & Setting
44.	Green, undeveloped hillsides within and surrounding the city	Location & Setting
45.	Trees, tree belts and woodlands predominantly on the skyline, lining the river and canal, and within parkland and gardens	Location & Setting
46.	Open agricultural landscape around the city edges, in particular grazing and land uses which reflect those carried out in the Georgian period	Location & Setting
47.	Fingers of green countryside which stretch right into the city	Location & Setting
48.	Oolitic limestone mines, quarries, outcrops and historic features including Ralph Allen's tramway, inclines and structures used to exploit the stone from which the city was constructed.	Materials & Substance
Georgian architecture reflecting 18th century social ambitions		
49.	The patronage and vision of John Wood Senior, Ralph Allen and Beau Nash in leading the social, economic and physical re-birth of the city from a small provincial English town into an internationally famous resort	Traditions, techniques & management systems
50.	Bath as a place of resort, attracting visitors from a wide geographical area, and the historical associations with the extensive list of famous and influential people who visited.	Use & Function
51.	Custom and practices associated with 'taking the waters', including promenading	Use & Function
52.	Rules and etiquette developed in the polite society, largely intangible but embodied in buildings such as the Assembly and Pump Rooms.	Language & other forms of intangible heritage
53.	The reflection of mythological, folkloric and antiquarian influences on the decorative motifs, alignments and dimensions on buildings such as the Circus.	Spirit & feeling

BATH ENTERPRISE AREA

Introduction and Context

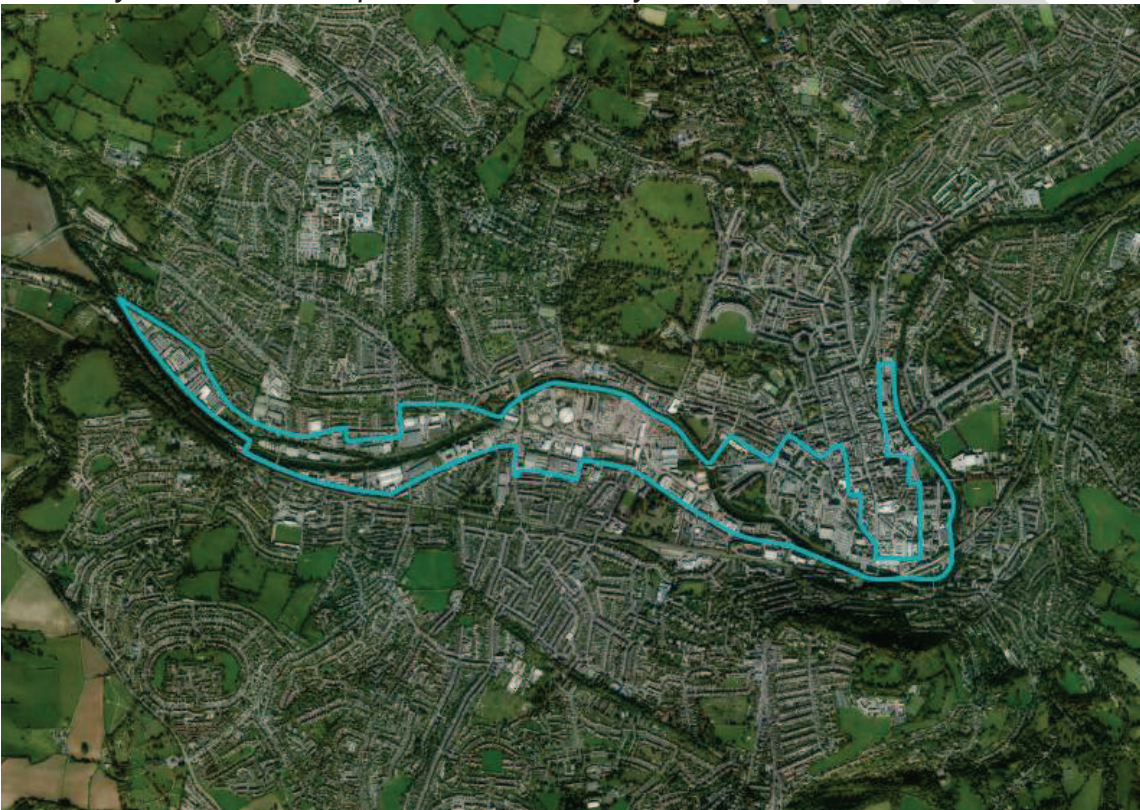
Bath City Riverside has been designated one of five Enterprise Areas within the West of England Local Enterprise Partnership, to complement the Bristol Temple Meads Enterprise Zone. The area is the prime opportunity to accommodate the growth envisaged in the adopted B&NES Core Strategy and Economic Strategy. It has the potential to accommodate up to 9,000 new jobs and up to 3,400 new homes. New employment will focus on Bath's strength in growth sectors: creative industries, professional financial and business services, information technology and software development. Overall, the Enterprise Area has the potential to increase the value of the Bath economy by £1.2 billion GVA by 2030

The purpose of the Masterplan is to:

- Set out a clear, co-ordinated and credible vision for the area;
- Articulate and promote this vision to the City, funders and developers; and
- Provide a commercially credible delivery framework including phasing and infrastructure considerations.

Unlike the Core Strategy, the Masterplan is not a statutory planning policy document. It establishes a direction of travel and will form part of the evidence base for the Placemaking Plan, which will set out detailed site policies to provide more detail than the adopted Core Strategy. The Masterplan is due to be approved at B&NES Cabinet in November 2014.

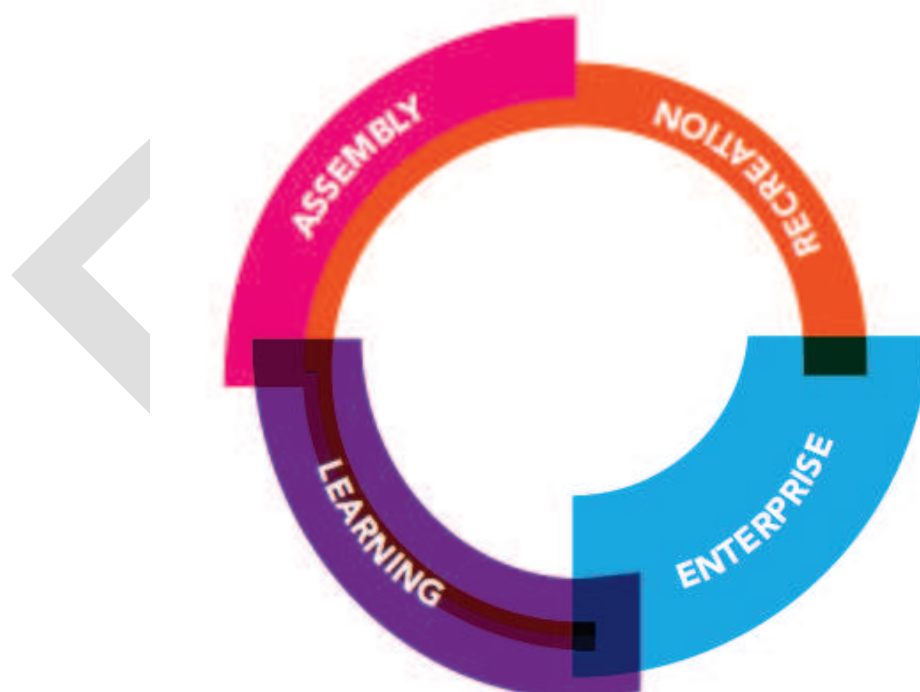
Bath City Riverside Enterprise Area Boundary



A New Narrative for the City: Beautifully Inventive

The City of Bath is internationally recognised as a masterpiece of human creative genius, a spa city with a long tradition of radical reinvention and discovery. The Bath of today was shaped by the extraordinary imagination and entrepreneurialism of our ancestors who created a city so innovative and beautiful that UNESCO designated it a World Heritage Site of outstanding universal value.

Bath is a great place to live, work, play and do business. Home to a world-class design, technology and engineering sector and two leading universities, the city offers an unbeatable lifestyle combining cultural and sporting excellence, breathtaking architecture, health spas, independent shops, markets and eateries, cycle paths and high-quality schooling, all in a remarkable countryside setting. This inspiring environment continues to attract highly-skilled and globally talented people including creatives, inventors, artisans, entrepreneurs and future-thinkers. At a time when being nimble is so important and small has never been more beautiful, Bath is the perfect place to join an unusually high concentration of enterprising minds, unlock investment capital and share social ambition. It offers a new model of a compact, connected, collaborative city – where curiosity, playfulness, making and the fostering of talent and knowledge across all ages, backgrounds and sectors encourages individuals and enterprises to flourish for the long term. Bath will become internationally renowned as a beautifully inventive and entrepreneurial 21st century city with a strong social purpose and spirit of wellbeing, where everyone is invited to think big – a city ready to create an extraordinary legacy for future generations.



Responding to Bath's World Heritage Status

The regeneration of Bath's Riverside Enterprise Area provides an unprecedented opportunity to adopt the progressive and creative principles which created the Roman and Georgian city and apply them to the post-industrial landscape along the river corridor. Water is at the centre of the identity of Bath: from the thermal spa waters which rise in the city centre, to the way in which the health giving and recreational properties of water have inspired its architecture. The slopes of Bath - which provide the catchment area of the River Avon – also provide the picturesque setting of the World Heritage City. The valley floor has the potential to provide spaces for new jobs and homes, and spaces for leisure and play. The masterplan demonstrates how the Enterprise Area can provide a series of exciting yet sensitive new developments to add a new chapter to the life of the city and truly bring the river corridor to life.

Stakeholder Engagement

The Council has recognised the importance of engaging the community from the outset of the Masterplan process, in order to deliver a robust product supported by the City at large. A stakeholder group was formed of those organisations and individuals who had been previously involved in the Public Realm and Movement Strategy: Creating the Canvas for Public Life in Bath. A total of 63 organisations and individuals have fed into the Masterplan through stakeholder workshops at each stage of plan development: evidence gathering, vision, spatial strategy and delivery/next steps. A further 22 organisations have been involved through individual meetings, presentations and discussions, in parallel to the Council decision making process.

Core Values

Stakeholder engagement generated a group of Core Values underpinned by five 'Lives' that the Enterprise Area should seek to deliver:

- **Quality** – of life, of place, of developers, of occupiers
- **Enterprise** – fostering knowledge, inventiveness and creativity
- **Design Excellence** – public realm, connectivity, new bridges, integration of form and streetscape
- **Heritage** – integrating architecture urban design and landscape, enhancing views and setting
- **Green** – green building, green infrastructure, walking and cycling, biodiversity and ecology
- **Water** – at the heart of Bath's identity, River Avon, spa water, Kennet and Avon Canal
- **Health and Wellbeing** – promoting leisure, the outdoors, socialising and promenading
- **The Big Idea:** Rediscovering and reconnecting the River, to bring Bath Riverside to Life!

WORKING life Employment, Commercial, Industrial, Retail



WATER life Sight And Sound Of River, Boating, Living On The River, Spa, Swimming



WILD life Habitat, Biodiversity, Key Species, Contact with Nature, Ecosystem Services



HUMAN life Housing, Shopping, Culture, Community, Health & Well Being



PARK life Recreation, Leisure, Walking, Cycling, Fishing, Looking, Meeting



BATH CITY RIVERSIDE
BRINGING BATH'S RIVERSIDE TO LIFE...



Key Recommendations

The Masterplan sets out ten Key Recommendations to realise the Core Values:

1. Understand the river corridor as a linear landscape and “plant buildings into this landscape” to connect to the UNESCO statement of Outstanding Universal Value and reinforce Baths’ status as a World Heritage City.
2. Reveal and express the industrial heritage of the river corridor to provide a backdrop for contemporary workspaces, connecting the legacy of labour to a new era of enterprise, economy and employment for the communities around Bath.
3. Create an effective mix of workspaces along the river corridor to provide employment space for both locally grown and imported businesses of varying sizes. This mix should provide space for creative groups interested in reinforcing Baths’ fantastic reputation as a ‘beautifully inventive’ city.
4. Repair and reconnect the city centre with its riverside spaces, making the most of the riverside landscape for visitors and residents.
5. Create improved cycling and walking infrastructure to release the riverside as an attractive “River Walk”, connecting Bath’s surrounding communities with the city centre. This will provide a fun alternative to Baths’ popular “Skyline Walk”.
6. Link North & South Quay to create a new quarter of the city focussed upon innovation and enterprise. Utilising the flood mitigation works and improved public realm along the river to create fun and vibrant river spaces.
7. Create an improved entrance into the city centre along ‘Green Park Highstreet’, following the line of the historic Midland Railway Line.
8. Improve and reinforce the natural habitat along the riverside to create an ecological corridor running through the heart of the city.
9. Make all existing and proposed bridges useful, increasing effective connections across the river.
10. Create focussed spaces for leisure at important nodes along the river bookended by notable moments at Pulteney Bridge and Weston Island.

BATH WESTERN RIVERSIDE

Introduction

The UNESCO/ICOMOS Reactive Monitoring Mission to Bath (2008) cited in its terms of reference that one of the key reasons for the mission was to assess the potential impact of this project on the City of Bath World Heritage property.

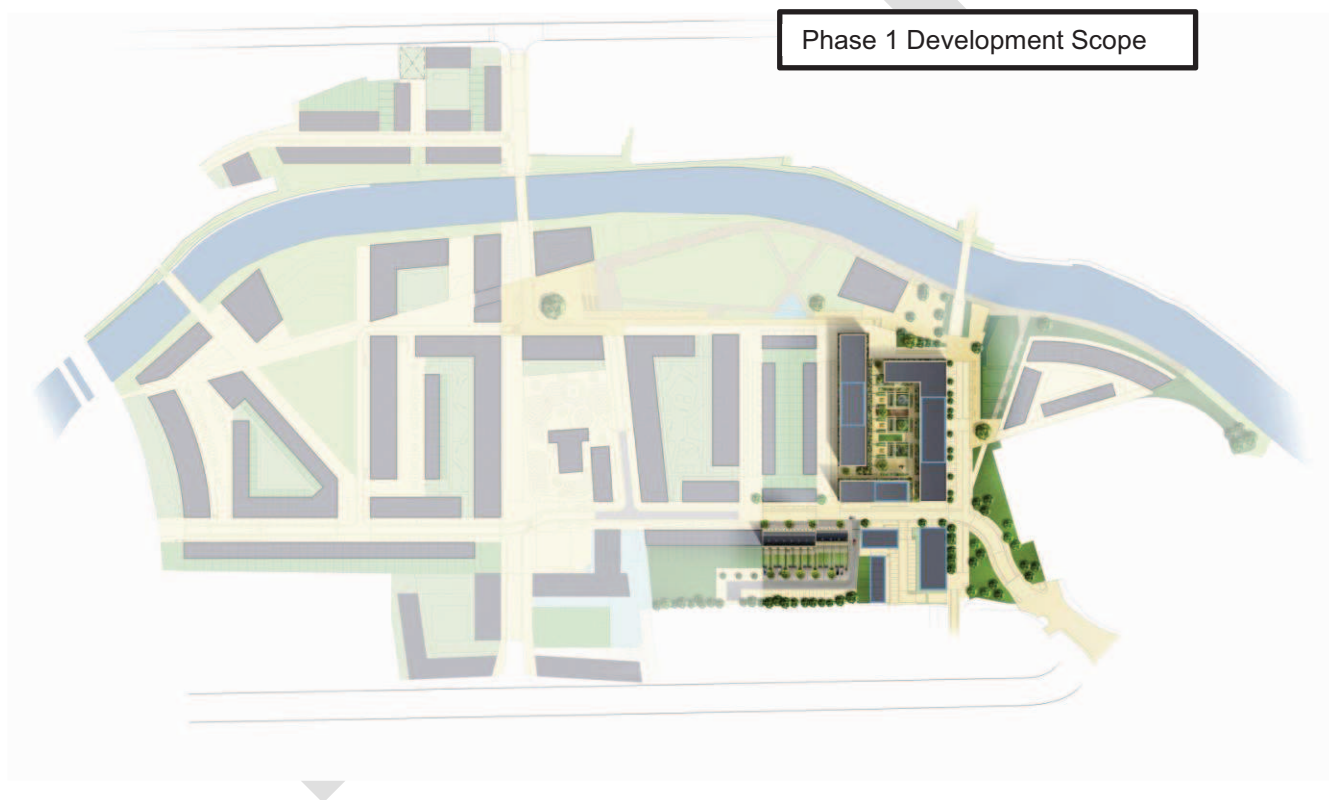
Following approval of outline planning permission in 2010, construction is now in its third year. Clearance and decontamination of the former industrial site was required, and is on-going in the western sector. Construction is programmed to last 15 years (until 2025) and is split into 6 delivery phases.

The site (shown in Figure 1) covers 18 hectares. It will eventually accommodate 2,000 dwellings, a new school, a new bridge and over 7.5 hectares of public space, including a riverside park and space for commercial uses such as restaurants, shops and cafes. Bath Western Riverside is integrated into a larger Enterprise Area, stretching from the city centre to Newbridge at the city edge, along the River Avon corridor. The Enterprise Area will deliver new employment, housing flood relief schemes and other infrastructure necessary to support this.

Current Update

To date, work has progressed into the third phase. 300 dwellings have now been occupied in the eastern sector of the site (illustrated on plan below). These are a mixture of 3 and four bedroom terraced houses, and one, two and three bedroom apartments in 4-6 storey blocks. Public sector support has enabled early delivery of 101 'affordable' homes and with the remainder being open market sales. Take up of homes has been good, with high occupancy rates.

Fig.1 *Bath Western Riverside site*



Building design is contemporary. Different architectural practices have deliberately been used for different building typologies and locations within the overall masterplan (by Fielden Clegg Bradley). This is intended to bring variety to what is effectively a new quarter for the city. In order to respect the attributes of the World Heritage Site, locally sourced natural Bath stone has consistently been used as a facing material to give overall visual coherence and maintain local identity.



The second and third phases have shown a variety of height, scale and roof form (as recommended by the Mission). The best example to demonstrate this is the scheme by Alison Brooks Architects which is currently under construction for completion this autumn (2014).

Participatory stakeholder consultations have allowed environmental, social and cultural concerns to be heard and addressed through the planning process. As an example, developers Crest Nicholson have run 3 'Charette' design workshops, which looked at elements of the scheme from design concepts through to detailed finishes. These have been supplemented by public exhibitions, and web-site updates on scheme progress. These measures have been successful in diffusing concern and engaging interested parties.



Phase 1 Courtyard Gardens - Completed

In terms of professional design input, competitive selection processes have led to the appointment of several leading national architectural practices. The interview process for architects has included members of the Council's 'Urban Review Panel', which is an independent body of highly qualified design experts retained by Bath and North East Somerset Council to critically appraise and advise on design related matters. The panel was chaired by Architect Dickon Robinson CBE, Chairman of RIBA Building Futures and former CABI Commissioner and Chairman of CABI Space.

National architectural practices who have contributed to design at Bath Riverside include Glenn Howells Architects (a scheme of 20 townhouses), Fielden, Clegg, Bradley (Bath), Alison Brooks Architects (London), and Studio Egret West (London). Grant Associates (landscape architects, London) have completed the landscape and public realm design for the whole development, including internal courtyard gardens and roof terraces.



The project has recently been nationally recognised at the Housing Design Awards, a UK Government initiative to drive up housing design standards. Bath Riverside won awards for the first phase in the category 'Completed Scheme' being commended for the quality of the construction and attention to detail within the landscape that is adding to the creation of a vibrant community across all tenures within the scheme. ABA Architect's contemporary town houses also received recognition for a highly contemporary update of the traditional Georgian terrace.

The buildings have been constructed to high sustainability and build quality standards. All homes are delivered to Code 4 level and are designed to Lifetime Homes standard throughout.

Improvements to the riverbank include a new landscaped area (Grant Associates) which also acts as flood compensation, provides new moorings and stepped area down to the river. The project is contributing to the city's ambition to reconnect with its riverside realising the value of the river as an underutilised asset in both landscape and movement terms

Phase 1 Park & Riverside – Completed 2013



An arts project is being integrated into the public realm. Installations to date have included a recovered and restored Stottert and Pitt Crane, manufactured on the site circa 1904. (Stothert and Pitt manufactured cranes on this site from 1785 and ceased trading in 1989). In addition new commissions include a pair of Georgian bronze chairs to commemorate Bath based astronomer William Herschel (1738 - 1832) and a carved stone bench. A small items sculpture trail modelled by local artists and school children in 'plasticine' (the children's play material originally invented in Bath) and cast in Bronze has been incorporated into the public realm providing small moments of delight within the public parks and streets.



This site is one of the largest current regeneration projects in SW England and as such it has required extensive partnership working. Developers Crest Nicholson continue to work closely with Bath and North East Somerset Council, the Homes and Communities Agency, the Local Enterprise Partnership, Curo Group (social housing provider) and Wales and West Utilities (gas station decommissioning) amongst others.

Next Steps

Two of the three gas holders on the site have been removed to ground level, with work currently underway to decommission and demolish the third structure associated with the former Windsor Gas Works. Decontamination associated with this will take around 18 months, before construction work in the west of the site can begin. In addition to the 300 homes completed to date, a further 1,700 are due to be completed by 2025.

Planning applications have been submitted for the 'landmark' tall buildings on the site. These buildings are located adjacent to the key entrances to the site by the Victoria Bridge and Destructor Bridge river crossings. The outline planning permission for the master plan established building siting and access, the massing and building height. Individual building design is the key element left as a "reserved matter", and a separate application therefore needs to be submitted to clarify appearance and internal layout.



The two buildings stand at 8 and 9 storeys high, with roof gardens. As such, they will be conspicuous. Architects Studio Egret West have proposed a sculptural form in based on landscape typology and designed to break up height and mass by inter-layering each floorplate reducing towards the top of the building.

Phase 4 Studio Egret West Apartments & Park



Planning Consent has now been granted for the remaining building within Phase 3 (to 813 homes) and construction has commenced on the next 400 homes. This next phase comprises streets of town houses designed by Glen Howells and 3 further residential apartment blocks around a square, which in layout terms is a repetition of the scheme in phase 2.

Mission Recommendations

The Mission recommendation relating to Bath Western Riverside is as follows:

1. *Urges the State Party to submit to the World Heritage Centre and ICOMOS, for review, a time-bound revised plan for the second and third phases of the Bath Western Riverside project, including revised density and volume of the ensemble, so as not to impact on the Outstanding Universal Value of the property, its integrity and on important views to and from the property;*

The State Party response to the Mission Report (March 2009) stated that ‘within the UK Planning system the Council has no specific power to require the submission of the revised plans that the Mission’s suggestion would necessitate.’ It does however go on to say ‘in response to the current economic difficulties the phasing of the development (together with some elements of design) is currently under review by the developer in discussion with the Council and this may present the opportunity to address the comments in the report.’

This review has been an on-going process, and has enabled incorporation of many of the Mission’s recommendations. The Mission recommended an international architectural competition. Whilst a competition has not been employed as a selection method, the design approach outlined above has been conducted through a competitive selection process, leading to a range of renowned architectural practices being commissioned. The Mission Report recommended that consideration be given to adapting the second and third phases of the project in terms of scale, improvement of north-south permeability and variety in height and roof form. These design suggestions have been incorporated, and the above illustrations show the innovative architectural approach undertaken to address roof form in particular.

The Mission also suggested that the first phase of construction was adapted so as to include social and community facilities (a kindergarten was specifically mentioned). This was not able to be included, although the integration of the new development with the existing surrounding communities has meant that this has not emerged as being problematic. The first commercial space is now being completed (within B17) and it is hoped that this will accommodate a doctor’s surgery.

The next phase (phase 4) will include a new primary school with an integrated crèche and community hall. The school location is likely to require Compulsory Purchase Order powers to deliver and as a result is now being planned to commence in 2016/17.

For a full range of image relating to the site, and latest news, the Bath Riverside Website can be found at:

www.bathwesternriverside.co.uk

CORE STRATEGY HOUSING ALLOCATIONS

Introduction

The Bath & North East Somerset (B&NES) Council Core Strategy is a key planning policy document that forms the main element of a policy framework which guides development across the district over the next 15 years. Its recent adoption after extensive consultation and examination is a significant step forward in terms of the management of the district and the World Heritage Site (WHS) of Bath

Purpose and Scope of the Core Strategy

The Planning System in England is 'plan led'. This means that planning applications must be determined in accordance with the Development Plan unless 'material considerations' indicate otherwise. The Core Strategy was adopted by B&NES Council on 10th July 2014 and forms part of the Development Plan.

The Core Strategy identifies the amount of housing and economic development (job growth) to be delivered and establishes the spatial strategy for accommodating it. It also outlines the scope and scale of change to be accommodated within the city and the principles that must be followed in development delivery. The Core Strategy forms the framework for preparing more detailed site proposals and policies, including within the Enterprise Area.

Core Strategy Proposals for Bath and protecting and enhancing the WHS

As the main economic centre within B&NES a significant proportion of housing and job growth is directed towards Bath. Of an overall requirement for B&NES of 13,000 homes between 2011 and 2029 around 7,000 are focussed at Bath, alongside a similar number of additional jobs. Continuing economic prosperity in the city is vital in maintaining the WHS. There is also a housing affordability issue in the city that needs to be addressed. Accommodating new housing and jobs is therefore critical to the long term health of Bath. The Core Strategy helps to ensure that this development will be delivered in a way that protects and enhances the world heritage property.

In proposing to focus this amount of development at Bath significant work has been undertaken to ensure the city has the capacity to accommodate it without harming the Outstanding Universal Value of the WHS. The Core Strategy is supported by a range of evidence e.g. on Building Heights, urban design/built form on key sites, WHS setting impact assessment etc. The Core Strategy has also been prepared with the involvement and agreement of English Heritage as the government's heritage advisor.

Housing and economic development will be principally focussed within Bath, including within the Enterprise Area and on the former Ministry of Defence sites (now vacated). As well as identifying the scale of change and key opportunity sites the Core Strategy establishes a clear set of 'placemaking principles' through Bath specific policies that will ensure that new development protects and enhances the WHS. The principles in the Core Strategy will be implemented through subsequent preparation of detailed planning documents and the planning application/development process.

In addition to housing and job growth within the city the Core Strategy removes land from the Green Belt adjacent to the boundary of the WHS and allocates it for development (primarily housing and open space) on the southern edge of the city (at Odd Down). The choice of development site; extent of the built development area; and policy safeguards mean that any harm to the WHS and its setting is minimised and mitigated. English Heritage were closely involved in this specific aspect of the Core Strategy and are supportive of the site allocation now included in the adopted Core Strategy.

The Core Strategy also includes a clear overarching Policy that protects the WHS and its setting by setting out a strong presumption against development proposals that would result in harm to the OUV. In order to assist the implementation of this policy the Council has also prepared and approved the WHS Setting Supplementary Planning Document which helps to define the setting and sets out a clear methodology for assessing whether proposed development would harm the setting.

Conclusion

In summary the Adopted Core Strategy enables the Council to have greater control over the future development agenda within the city and ensure that it is delivered in a way that protects and enhances the Outstanding Universal Value of the WHS.

TRANSPORT STRATEGY SUMMARY

Introduction

Moving around within the historic World Heritage property, especially with motor vehicles, presents a significant challenge. Transport and developing a comprehensive response to the City's traffic pressures, is a key priority of the WHS Management Plan. An 'integrated Traffic Control Plan' was also included as a request (number 9) in the 2009 World Heritage Committee decision (33 COM 7B.131).

The Council has recently undertaken a consultation on a new transport strategy for Bath. This Strategy entitled 'Getting Around Bath Transport Strategy' is designed to reduce the impact of traffic within the historic core while supporting the growth proposed in the Council's adopted Core Strategy and the emerging Master Plan work for the Bath City Riverside Enterprise Area.

The Strategy is designed to set an agreed long term vision for Transport which will have broad and enduring impact. The longevity of the Strategy is key to providing a consistent vision for the city and to accommodate the ambitious housing and jobs targets proposed in the Core Strategy.

The Strategy builds upon existing initiatives including:

- the Bath Transport Package such as the expanded Park and Ride Sites and Variable Message Signs;
- the Better Bus Area funding by introducing further bus priority measures; and
- the Electrification of the mainline railway line to London.

Vision: the vision for transport in Bath is: *“Bath will enhance its unique status by adopting measures that promote sustainable transport and reduce the intrusion of vehicles, particularly in the historic core. This will enable more economic activity and growth, while enhancing its special character and environment and improving the quality of life for local people*

The main proposals of the Strategy are for:

- (1) Bath to be the UK’s most walkable city
- (2) A parking strategy to support the economic growth but at the same time reducing the amount of off-street spaces within the city centre
- (3) Supporting greater use of buses and rail to reduce the number of cars entering the city.
- (4) Continue to expand our existing P&R sites, where we can, to reduce the number of parking spaces within the city.
- (5) Better management of HGVs within the city
- (6) Finding a new location for coaches to park once they have dropped off visitors in the city centre.

The detailed recommendations of the strategy are:

1. That a strong emphasis should be given to reducing the impact of vehicles by supporting trips that are made by means other than car, particularly walking and cycling with more people using improved bus and rail networks.
2. That walking be given highest priority in the strategy. It creates a healthier population, an ambience to the historic core of the city and reduces the number of local car journeys. Bath should be an exemplar walking city demonstrating commitment to sustainable transport at a European level.
3. That consideration for the needs of people with mobility impairments is regarded as a core element of the strategy and the measures included within it.
4. That cycling be promoted through better cycling routes with appropriate infrastructure where needed, building a cycling culture for people of all abilities.
5. Vehicle movement should be better managed, particularly in those parts of the city where there is least space available.

6. That the Enterprise Area is developed as part of an integrated approach with strong sustainable transport links to the city centre and rail stations. The development should focus initially on office and related development at the eastern end of the site and have limited car parking. Subsequent housing development should also focus on accessibility by non-car modes.
7. Car parking is a central feature of the strategy, enabling other components to take effect. The policy of reducing central area public parking and expanding long stay capacity at Park and Ride sites should continue, enabling greater emphasis to be given to walking, cycling and bus services in the historic core and on key corridors.
8. That further work is required to establish the need for increased Park and Ride capacity as part of a wider parking strategy and to undertake a detailed assessment of sites to the East of the City
9. Improved bus services, with ticketing and other improvements and measures to improve reliability, will provide alternative travel options to car use, promoted through travel plans and comprehensive marketing.
10. Travel plans should be promoted for all main activities in the city to support a move from car use to other means of travel:
 - Travel plans will be built into the planning process;
 - Existing plans will be refreshed for workplaces and education establishments;
 - Travel need for healthcare, particularly the Royal United Hospital will be considered;
 - Access to rail stations (currently around 100 trains per day serving Oldfield Park and 340 serving Bath Spa) will be reviewed; and
 - Travel plans will be developed working with transport providers: train and bus operators, cycle shops, etc.
11. Maintain the taxi network as part of the wider range of transport options.
12. The growth in rail capacity and the range of services available as part of the Great Western Main Line electrification scheme and the development of MetroWest will support significantly more rail journeys. Access to local stations will need to be improved and new stations may be appropriate. Better services should be promoted to link Bath with the west Wiltshire towns.
13. That coaches continue to be promoted as an important means of bringing visitors to the city. A replacement coach park should be provided at either Weston Island or Odd Down Park and Ride site. The city centre set down/pick up point should be Terrace Walk (with some adjustments).
14. That freight movements be considered more fully, working with businesses and operators, particularly to promote consolidation of deliveries and to better manage loading and unloading arrangements.

More information on the Strategy are available at the following web page:

www.bathnes.gov.uk/gettingaroundbath.

Draft

RAIL ELECTRIFICATION PROJECT

Introduction

The Great Western Main Line (GWML) is one of Britain's busiest railways. It is also one of the oldest and was for period on the UK tentative list in its own right. It connects London with South Wales and passes through Bath in an East-West direction. It is proposed to modernise this railway line by adding infrastructure allowing trains to run by electric rather than diesel power.

Construction of the railway started in 1836 and opened in stages from

1838 to 1841. As such, this feature was predominantly built under the reign of Queen Victoria (1837-1901) and can therefore be categorised as belonging to the Victorian era of British architecture. Given that the Outstanding Universal Value for which Bath was inscribed concentrates on the Roman and Georgian periods, the railway could be considered as being tangential the OUV of the site. However, Bath is an historic urban landscape and the railway is closely integrated with the Georgian city. This integration is most apparent in the area where the line cuts directly through Sydney Gardens, a Georgian pleasure garden. The celebrated Victorian engineer Isambard Kingdom Brunel (1806 -1859) sympathetically integrated the railway line with these gardens and provided a theatrical setting lined by a balustraded promenade and crossed by sweeping masonry bridges and graceful cast-iron bridges. These and many other bridges through the World Heritage property are listed, as is the main Bath Spa Railway Station. Changes to the railway line and associated structures may therefore have an indirect impact on the OUV of the site.

Rationale for electrification

There are significant benefits to electrification including smoother and more comfortable travel for passengers and reduced noise for people residents living alongside the railway. Electrification will open the way for a new generation of electric intercity trains serving Bath from 2017, resulting in more seats, more leg room, more tables and a reduction in journey times. It will also bring a greener and quieter railway, with 20-35% fewer emissions than a diesel powered engine.

Proposed Works

Electrification is being installed using overhead wiring, in line with practice in many European countries. To facilitate this a number of bridges and other structures will need to be modified along the route. Works is proposed to take place mostly at night to avoid travel disruption for passengers. Work that can't be completed at night will be carried out during six weeks from the middle of July to the end of August 2015.

21 bridges and other structures will need to be modified within the World Heritage Site. The railway infrastructure provider Network Rail has undertaken to install specially designed overhead line electrification equipment in Sydney Gardens in recognition of its unique status. Care is also being taken to ensure that any modifications to the 21 structures noted above are done in such a way as to minimise the impact of the works on both the structure, particularly where listed, and the City of Bath World Heritage Site. Further details and updates can be seen at the Network Rail website:

<http://www.networkrail.co.uk/great-western-route-modernisation/>

BATH RUGBY – THE RECREATION GROUND

Introduction

The Recreation Ground ('The Rec') has been a venue for the sport of rugby for over 140 years and is sited in the heart of the World Heritage property. Rugby is a popular sport in the Bath and is a well-established contributor to the character and image of the city. Bath Rugby, the applicants for this scheme, first played at The Rec in 1894. The existing sports facilities here have however fallen significantly behind the standards expected of a rugby club playing at the highest level within the UK and Europe. Bath Rugby wish to stay at their long-term home and to develop the ground to increase capacity and meet current requirements.

Their ambitions to re-develop have been delayed for many years by land-ownership problems and although these are not fully resolved the club wishes to push ahead with re-development with a target completion date of 2016. Development of this site has the potential to impact upon key views in the World Heritage property and as such the site was flagged up as a development to monitor in both the 2009 Mission Report and the 2013 UNESCO Periodic Reporting submission.

The Site

The Rec is located in a sensitive historic location immediately adjacent to the River Avon and in close proximity to historic buildings including Bath Abbey and Pulteney Bridge. Given the topography of the city the site is highly visible from both local viewpoints and longer distance views from the surrounding hillsides.

Existing buildings on the site include two permanent South and West stands (predominately covered) and two temporary uncovered East and North stands of scaffold construction, which are removed during the summer off-season. There is also a separate clubhouse building comprising of a bar and changing rooms. These existing buildings are generally low key, and of limited architectural interest or value, with the exception of a modest grade II listed building (the 'Presidents Lounge').

Vehicular access to The Rec is principally via William Street, off Great Pulteney Street, although there is no car parking provision for spectators. Pedestrian access is principally via a riverside walk way.

The proposal

The current re-development proposals would see the capacity of the ground rise from the 12,000 to around 16,500 spectators.

The south stand and the President's lounge would remain. The west and north stands would be replaced, and the temporary east stand would be replaced by a new temporary covered structure of significantly better quality.

The existing approach of separate stands, rather than one complete stadium, would remain, although three of the stands (West, North and East) would adopt a common form in terms of design approach and materiality.

[The Bath Rugby website](#) shows very early computer generated images of the proposed buildings. The current design for the stands, produced by international architects Wilkinson Eyre, shows seating covered with cantilevered roofs constructed of fabric stretched over a steel frame. This creates a tent-like appearance, and helps to break up the mass of the roof.

The current situation

At the time of writing (July 2014) Bath Rugby are engaged in pre-application talks with Bath and North East Somerset Council. Whilst the principles of the design currently being developed appear to offer an imaginative solution, matters such as scale, form and materials still need to be resolved before the scheme could be supported. The Council has asked the applicants to undertake further work on the impact on views.

Bath Rugby have carried out consultation with various groups, both local and national. These groups include English Heritage and ICOMOS UK.

The web site (link below) shows two rounds of public consultation undertaken to date.

Further information and images can be seen on the following web-site:

<http://www.bathrugby.com/recredevelopment>



Computer generated images of the proposed stadium issued by Bath Rugby in Spring 2014. This view is generated from Grand Parade looking East across the River Avon.

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Bath & North East Somerset Council		
MEETING:	Cabinet	
MEETING DATE:	10 September 2014	EXECUTIVE FORWARD PLAN REFERENCE: E 2694
TITLE:	Bath Freight Consolidation New Contract	
WARD:	All	
AN OPEN PUBLIC ITEM		
List of attachments to this report: Appendix A – List of businesses using the freight consolidation operation		

1 THE ISSUE

- 1.1 An urban freight consolidation centre was established to serve Bath in January 2011, with the aim of reducing the number of goods vehicle deliveries to businesses in the city.
- 1.2 The main benefit of the consolidation operation is the high percentage of journey reductions achieved for the participating businesses. On average, the number of deliveries to these businesses has been reduced by around 80%. There are currently 34 businesses, with 38 premises, in Bath using the consolidation service. At its current scale the reduction in total deliveries across the city is small, however if the number of businesses involved in the consolidation service could be significantly increased it would have a major impact on the number of delivery vehicles entering the city.
- 1.3 The contract and funding for the Bath freight consolidation operation, which is jointly procured with Bristol City Council, ended on 31st July 2014. A joint competitive tendering exercise was undertaken for a new contract to run for 3 years with an option to terminate the contract after 2 years. A decision is now required to award the contract.
- 1.4 Only one bid was submitted, by the existing operator DHL. The current contract price for Bath & North East Somerset is £118,000 per annum, DHL's price for this Council's share of the new contract is £124,000 per annum.
- 1.5 DHL has estimated that a breakeven volume cannot be reached within the lifetime of this contract and that an increase in freight volumes of 375% would be required to bring the operation close to a breakeven position, which they believe could be achieved in five years.

2 RECOMMENDATION

2.1 The options to be considered are:

- (1) To award the new contact for three years, with an option to terminate after two years. If either authority took the decision to terminate the contract after two years, the other authority would have the option to continue for a further year.

- (2) To give three months' notice to the businesses using the operation. Should the decision not to award the new contract be made by Bath & North East Somerset Council, Bristol City Council could still award the contract for their area.
- (3) The Council will during the contract period explore local options that will help to expand the service further.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 3.1 On 12 October 2011, Cabinet approved the following: *'Measure 7 Freight Consolidation Trial: To take up & fund the option in the contract for the trial scheme to run for a second year in Bath which will be funded from revenue budget contingency at a cost of £102,873. To continue to engage with Bristol City Council on this joint Contract.'* At the end of 2013/14 there was £88k of this reserve remaining.
- 3.2 In 2014/15 there is a LSTF project underspend of £24k which can be reallocated to fund the freight consolidation operation. A bid to the DfT for £100k in LSTF funding has been granted to cover freight consolidation for 2015/16.
- 3.3 The following table shows the funding of each option:

	LSTF Grant	Revenue Budget Contingency Reserve	Service Savings to be identified
3 months notice	£24k	£7k	
2 year extension	£124k	£88k	£36k

- 3.4 The LSTF underspend and revenue budget contingency reserve are sufficient to cover a 3 month extension of the contract from 1 August 2014. This would also release £81k from the revenue budget contingency reserve.
- 3.5 An extension of the contract for two years would cost £248k and would be funded by LSTF (£124k) and the existing revenue budget contingency reserve (£88k) and would require Environmental Services to identify one-off savings of £36k through the budget process to fund the balance or opt out of the service giving three months notice.
- 3.6 Unless it has been possible to identify opportunities for the contract to be continued on a self-funding basis or further funding can be identified, 3 month notice to terminate will need to be issued on 1 July 2016".

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 The freight consolidation operation contributes to 'leading Bath and North East Somerset to an environmentally sustainable, low carbon and climate resilient future' by reducing the number of delivery vehicles entering the city. This encompasses transport, peak oil and air pollution.

5 THE REPORT

- 5.1 An urban freight consolidation centre was established to serve Bath in January 2011 with the aim of reducing the number of goods vehicle deliveries to businesses in the city. Given that many of the deliveries into central Bath are made by heavy goods vehicles, these trips have a major impact on the city centre environment in terms of vehicle emissions as well as contributing to traffic congestion. The impact of goods vehicles is a key concern in a UNESCO designated World Heritage Site which includes an Air Quality Management Area. The contribution of freight traffic to poor air quality, noise, severance and damage to the fabric of historic buildings is disproportionate to the volume of freight traffic, which can also be intrusive in a crowded city centre environment.

- 5.2 Urban freight consolidation centres reduce the number of large delivery vehicle journeys entering city centres by providing a facility, on the edge of the city close to the strategic road network, where goods can be consolidated for onwards dispatch in smaller, electric delivery vehicles.
- 5.3 In order to share overhead costs for the consolidation centre, Bath & North East Somerset Council procured the operation in partnership with Bristol City Council to establish an operation to serve both cities, the first such operation serving more than one city in the UK.
- 5.4 Goods are consolidated for onwards dispatch in pre-arranged time slots using low emission/low carbon 'Smith Newton' 9 tonne electric delivery vehicles into central Bath. £9 per cage and £12 per pallet is charged to participating businesses for deliveries.
- 5.5 The main benefit of the consolidation operation is the high percentage of journey reductions achieved for the participating businesses. On average the number of deliveries to these businesses has been reduced by around 80%.
- 5.6 A number of new businesses joined the scheme within the first year (2011) with 17 outlets participating. At the end of Year 2 (2012) this had risen to 26 and at the end of last year (2013) this had grown to 34.
- 5.7 There are currently 34 businesses, with 38 premises, in Bath using the consolidation service (listed in Appendix A). At its current scale the reduction in total deliveries across the city is small, however if the number of businesses involved in the consolidation service could be significantly increased it would have a major impact on the number of delivery vehicles entering the city.
- 5.8 A competitive tendering exercise was undertaken jointly with Bristol City Council for a new contract to run for 3 years with an option to terminate the contract after 2 years. Bidders were asked to project a level of deliveries which would result in a break-even operation, requiring no Council subsidy.
- 5.9 Only one bid was submitted, by the existing operator DHL. The current contract price for Bath & North East Somerset is £118,000 per annum, DHL's price for this Council's share of the new contract is £124,000 per annum.
- 5.10 DHL has calculated the increase in freight volumes required to reduce subsidy payments and for the operation to be close to reaching a breakeven position, this is summarised in the table below. The reason for the high volume level required to reach break-even is because extra vehicles and staff are needed as volumes rise and therefore costs also increase.
- 5.11 The DHL business plan is to increase freight volumes by expanding the operation to include cross-dock work. This differs from the current operation where deliveries come into the consolidation centre and are then dispatched on the same day, to an operation where stock is stored at the consolidation centre for a number of days and dispatched when required. Cross-dock work provides higher revenue than same-day delivery, and will therefore require lower subsidies.
- 5.12 DHL has estimated that a breakeven volume cannot be reached within the lifetime of a three year contract but that the operation could be in a close to break-even position in 5 years if an increase in freight volumes of 375% can be achieved. The conclusion is that it will be challenging to reach a breakeven level of business and that an on-going subsidy will be required to maintain the operation, at least in the short and medium term.

Time Period	% increase in volumes required for price reduction	Subsidy charge (same day on-ward delivery)	Subsidy charge (including stock storage)
		£	£
Year 1	50%	246,680	224,180
Year 2	150%	224,870	179,870
Year 3	225%	194,894	134,894
Year 4	300%	148,845	73,845
Year 5	375%	115,001	28,751

5.13 If the new contract is not awarded, the current contract will need to be extended to provide a three month notice period to the businesses using the operation.

6 RATIONALE

6.1 Urban freight consolidation centres could reduce the number of delivery vehicles entering Bath and make a significant impact on the city centre environment. In Bath a high percentage of journey reductions have been achieved for participating businesses, on average the number of deliveries to these businesses has been reduced by around 80%. However although the Council and operator DHL have worked hard to recruit businesses since 2011, only 34 mainly small retail businesses in Bath city centre have joined the scheme, therefore at its current scale the reduction in total deliveries across the city is small.

6.2 The on-going subsidy required from the Council per annum if a new contract is awarded would be £124,000, funding is in place to continue the operation until March 2016. DHL's plan submitted for the business concludes that a break even volume can not be reached within the lifetime of a two or three year contract, but the operation could be close to a break-even position in 5 years if an increase in freight volumes of 375% can be achieved.

7 OTHER OPTIONS CONSIDERED

7.1 The options considered are:

- (1) to award the new contact for two years
- (2) to award the new contract for three years
- (3) to give three months notice to end the operation

8 CONSULTATION

Consultation has been undertaken with: Bath & North East Somerset councillors, local residents (including The Federation of Bath Residents Associations), representatives of local businesses (including Bath Chamber of Commerce and Future Bath Plus City Centre Management Partnership), Bristol City Council, freight operators representatives (Road Haulage Association and Freight Transport Association), Bath & North East Somerset Council's Section 151 Finance Officer and Monitoring Officer.

9 RISK MANAGEMENT

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

Contact person	<i>Colin Rees Tel: 01225 395101</i>
Background papers	
Please contact the report author if you need to access this report in an alternative format	

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Urban Freight Consolidation - Bath Participants

Bath Rugby club	
Bath and West Country Products	Wellsway Road
Beau Nash Hotel	Milsom Street
Bodyshop	Stall Street
Bloomsbury	Walcot Street
Buyology	
Cadbury's	Keynsham
Carphone Warehouse	Stall Street
Carphone Warehouse	Union Street
Carphone Warehouse	Wellsway Road
Coast	Southgate Centre
Coast	New Bond Street
Cost Cutter - Nisa	Fairfield Rd
Debenhams	Southgate Centre
Fancy That	Walcot Street
Green Stationers	Walcot Street
House of Fraser	Milsom Street
John Eagles	Saltford
Karen Millen	New Bond Street
La Bottega	Brassmill Enterprise Centre
lifestyle	New Bond Street
Lush	Union Street
Mastershoe	Walcot Street
Meticulous Ink	Walcot Street
Nisa	Moreland Rd
Oasis	Cheap Street
Pulp Cocktail Bar	Monmouth Street
Reboot	Walcot Street
Safestore	Bellotts Road
Sony - Apple	Southgate Centre
Circo (Bella Newmays)	South Parade
Thorntons	Stall Street
Warehouse	New Bond Street
Whistle Fish Galleries	The Corridor
Whistle Fish Galleries	St John's Hospital

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Bath & North East Somerset Council		
MEETING:	Cabinet	
MEETING DATE:	10th September 2014	
TITLE:	Treasury Management Monitoring Report to 30th June 2014	EXECUTIVE FORWARD PLAN REFERENCE: E 2651
WARD:	All	
AN OPEN PUBLIC ITEM		
<p>List of attachments to this report:</p> <p>Appendix 1 – Performance Against Prudential Indicators Appendix 2 – The Council’s Investment Position at 30th June 2014 Appendix 3 – Average monthly rate of return for 1st 3 months of 2014/15 Appendix 4 – The Council’s External Borrowing Position at 30th June 2014 Appendix 5 – Arlingclose’s Economic & Market Review Q1 of 2014/15 Appendix 6 – Interest & Capital Financing Budget Monitoring 2014/15 Appendix 7 – Summary Guide to Credit Ratings</p>		

1 THE ISSUE

1.1 In February 2012 the Council adopted the 2011 edition of the CIPFA Treasury Management in the Public Services: Code of Practice, which requires the Council to approve a Treasury Management Strategy before the start of each financial year, review performance during the year, and approve an annual report after the end of each financial year.

1.2 This report gives details of performance against the Council’s Treasury Management Strategy and Annual Investment Plan 2014/15 for the first three months of 2014/15.

2 RECOMMENDATION

The Cabinet agrees that:

2.1 the Treasury Management Report to 30th June 2014, prepared in accordance with the CIPFA Treasury Code of Practice, is noted

2.2 the Treasury Management Indicators to 30th June 2014 are noted.

3 RESOURCE IMPLICATIONS

3.1 The financial implications are contained within the body of the report.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

4.1 This report is for information only.

5 THE REPORT

Summary

5.1 The average rate of investment return for the first three months of 2014/15 is 0.43%, which is 0.04% above the benchmark rate.

5.2 The Council's Prudential Indicators for 2014/15 were agreed by Council in February 2014 and performance against the key indicators is shown in **Appendix 1**. All indicators are within target levels.

Summary of Returns

5.3 The Council's investment position as at 30th June 2014 is given in **Appendix 2**. The balance of deposits as at 31st March 2014 and 30th June 2014 are also set out in the pie charts in this appendix.

5.4 The Council is the accountable body for the West of England Revolving Investment Fund (RIF) and received grant funding of £57 million at the end of the 2011/12 financial year. The Council acts as an agent and holds these funds on behalf of the West of England Local Enterprise Partnership until they are allocated in the form of repayable grants to the constituent Local Authorities to meet approved infrastructure costs. Since these funds are invested separately from the Council's cash balances and have been placed short term with the Debt Management Office and other Local Authorities, they are excluded from all figures given in this report.

5.5 Gross interest earned on investments for the first three months totalled £46k. Net interest, after deduction of amounts due to Schools, the West of England Growth Points, PCT and other internal balances, is £26k. **Appendix 3** details the investment performance, showing the average rate of interest earned over this period was 0.43%, which was 0.04% above the benchmark rate of average 7 day LIBID +0.05% (0.39%).

Summary of Borrowings

5.6 No new borrowing has taken place in the first quarter of 2014/15. The Council's total borrowing was £70 million as at the 30th June 2014. The Council's Capital Financing Requirement (CFR) as at 31st March 2014 was £153 million with a projected total of £215 million by the end of 2014/15 based on the capital programme approved at February 2014 Council. This represents the Council's underlying need to borrow to finance capital expenditure, and demonstrates that the borrowing taken to date relates to funding historical capital spend.

5.7 Following Local Government Reorganisation in 1996, Avon County Council's residual debt is administered by Bristol City Council. All successor Unitary Authorities make an annual contribution to principal and interest repayment, for which there is a provision in the Council's revenue budget. The amount of residual

debt outstanding as at 31st March 2014 apportioned to Bath & North East Somerset Council is £14.54m. Since this borrowing is managed by Bristol City Council and treated in the Council's Statement of Accounts as a deferred liability, it is not included in the borrowing figures referred to in paragraph 5.6.

5.8 The borrowing portfolio as at 30th June 2014 is shown in **Appendix 4**.

Strategic & Tactical Decisions

5.9 As shown in the charts at **Appendix 2**, investments continue to be focussed on UK banks and building societies that have either already or are likely to receive support from the UK Government should they experience financial difficulties. To increase diversification, the Council invests in AAA rated Money Market funds, with a balance of £14.2m invested in these as at 30th June 2014.

5.10 The Council continues to not hold any direct investments with banks in countries within the Eurozone reflecting both on the underlying debt issues in some Eurozone countries and the low levels of interest rates. The Council's investment counterparty list does not currently include any banks from Portugal, Ireland, Greece, Spain and Italy.

5.11 The Council's average investment return is running slightly above the budgeted level of 0.35%.

Future Strategic & Tactical Issues

5.12 Our treasury management advisors economic and market review for the first quarter 2014/15 is included in **Appendix 5**.

5.13 The Bank of England base rate has remained constant at 0.50% since March 2009. The stronger economic growth seen in the UK over the past six months is likely to use up spare capacity more quickly than previously assumed and the Council's treasury advisors, Arlingclose, have brought forward their estimate of the timing for the first rise in Bank Rate to Q3 2015.

5.14 In their opinion, the rhetoric from MPC members has certainly become more hawkish, but the lack of inflationary signals is expected to allow policymakers to hold off monetary tightening for longer than the market currently expects. However, the near-term risk is that the Bank Rate could rise sooner than anticipated.

5.15 The benefits of the Council's current policy of internal borrowing are monitored regularly against the likelihood that long term borrowing rates are forecast to rise in future years. The focus is now on the rate of increase and the medium-term peak and, in this respect, the current forecast is that rates will rise slowly and to a lower level than in the past.

5.16 Future borrowing is therefore likely to be driven by a need to maintain an appropriate working cash balance rather than any immediate changes to interest rates.

Budget Implications

5.17 A breakdown of the revenue budget for interest and capital financing and the forecast year end position based on the period April to June is included in **Appendix 6**. This is currently forecast to remain on target for 2014/15.

5.18 This position will be kept under review during the remainder of the year, taking into account the Council's cash-flow position and the timing of any new borrowing required.

6 RATIONALE

6.1 The Prudential Code and CIPFA's Code of Practice on Treasury Management requires regular monitoring and reporting of Treasury Management activities.

7 OTHER OPTIONS CONSIDERED

7.1 None.

8 CONSULTATION

8.1 Consultation has been carried out with the Cabinet Member for Community Resources, Section 151 Finance Officer, Chief Executive and Monitoring Officer.

8.2 Consultation was carried out via e-mail.

9 RISK MANAGEMENT

9.1 The Council's lending & borrowing list is regularly reviewed during the financial year and credit ratings are monitored throughout the year. All lending/borrowing transactions are within approved limits and with approved institutions. Investment and Borrowing advice is provided by our Treasury Management consultants Arlingclose.

9.2 The CIPFA Treasury Management in the Public Services: Code of Practice requires the Council nominate a committee to be responsible for ensuring effective scrutiny of the Treasury Management Strategy and policies. The Corporate Audit Committee carries out this scrutiny.

9.3 In addition, the Council maintain a risk register for Treasury Management activities, which is regularly reviewed and updated where applicable during the year.

Contact person	<i>Tim Richens - 01225 477468 ; Mark Angus - 01225 477180</i> Tim.Richens@bathnes.gov.uk Mark.Angus@bathnes.gov.uk
Background papers	<i>2014/15 Treasury Management & Investment Strategy</i>
Please contact the report author if you need to access this report in an alternative format	

APPENDIX 1

Performance against Treasury Management Indicators agreed in Treasury Management Strategy Statement

1. Authorised limit for external debt

These limits include current commitments and proposals in the budget report for capital expenditure, plus additional headroom over & above the operational limit for unusual cash movements.

	2014/15 Prudential Indicator	2014/15 Actual as at 30th Jun. 2014
	£'000	£'000
Borrowing	215,000	70,000
Other long term liabilities	2,000	0
Cumulative Total	217,000	70,000

2. Operational limit for external debt

The operational boundary for external debt is based on the same estimates as the authorised limit but without the additional headroom for unusual cash movements.

	2014/15 Prudential Indicator	2014/15 Actual as at 30th Jun. 2014
	£'000	£'000
Borrowing	177,000	70,000
Other long term liabilities	2,000	0
Cumulative Total	179,000	70,000

3. Upper limit for fixed interest rate exposure

This is the maximum amount of total borrowing which can be at fixed interest rate, less any investments for a period greater than 12 months which has a fixed interest rate.

	2014/15 Prudential Indicator	2014/15 Actual as at 30th Jun. 2014
	£'000	£'000
Fixed interest rate exposure	177,000	50,000*

* The £20m of LOBO's are quoted as variable rate in this analysis as the Lender has the option to change the rate at 6 monthly intervals (the Council has the option to repay the loan should the rate increase).

4. Upper limit for variable interest rate exposure

While fixed rate borrowing contributes significantly to reducing uncertainty surrounding interest rate changes, the pursuit of optimum performance levels may justify keeping flexibility through the use of variable interest rates. This is the maximum amount of total borrowing which can be at variable interest rates.

	2014/15 Prudential Indicator	2014/15 Actual as at 30th Jun. 2014
	£'000	£'000
Variable interest rate exposure	127,000	20,000

5. Upper limit for total principal sums invested for over 364 days

This is the maximum amount of total investments which can be over 364 days. The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments.

	2014/15 Prudential Indicator	2014/15 Actual as at 30th Jun. 2014
	£'000	£'000
Investments over 364 days	50,000	0

6. Maturity Structure of borrowing

This indicator is set to control the Council's exposure to refinancing risk.

	Upper Limit	Lower Limit	2014/15 Actual as at 30th Jun. 2015
	%	%	%
Under 12 months	50	Nil	29*
12 months and within 24 months	50	Nil	0
24 months and within 5 years	75	Nil	0
5 years and within 10 years	100	Nil	0
10 years and above	100	Nil	71

* The CIPFA Treasury management Code now requires the prudential indicator relating to Maturity of Fixed Rate Borrowing to reference the maturity of LOBO loans to the earliest date on which the lender can require payment, i.e. the next call date (which are at 6 monthly intervals for the £20m of LOBO's). However, the Council would only consider repaying these loans if the Lenders exercised their options to alter the interest rate.

7. Average Credit Rating

The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the weighted average credit rating of its investment portfolio. A summary guide to credit ratings is set out at **Appendix 7**.

	2014/15 Prudential Indicator	2014/15 Actual as at 30th Jun. 2014
	Rating	Rating
Minimum Portfolio Average Credit Rating	A	AA

8. Liquidity

The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three month period, without additional borrowing.

	2014/15 Prudential Indicator	2014/15 Actual as at 30th Jun. 2014
Total cash available within 3 months	£15m	£37m

APPENDIX 2

The Council's Investment position at 30th June 2014

The term of investments, from the original date of the deal, are as follows:

	Balance at 30th June 2014
	£'000's
Notice (instant access funds)	21,990
Up to 1 month	0
1 month to 3 months	10,000
Over 3 months	5,000
Total	36,990

The investment figure of £36.990 million is made up as follows:

	Balance at 30th June 2014
	£'000's
B&NES Council	16,030
B&NES PCT	12,492
West Of England Growth Points	688
Schools	7,780
Total	36,990

The Council had an average net positive balance of £43.3m (including Growth Points & B&NES PCT Funding) during the period April 2014 to June 2014.

Chart 1: Council Investments (£37.0m) as at 30th June 2014

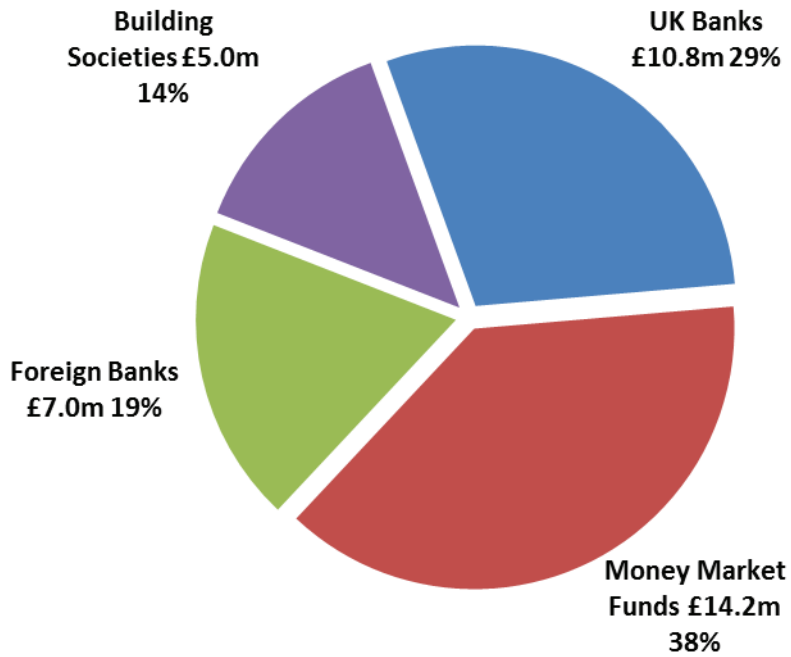


Chart 2: Council Investments (£16.0m) as at 31st March 2014

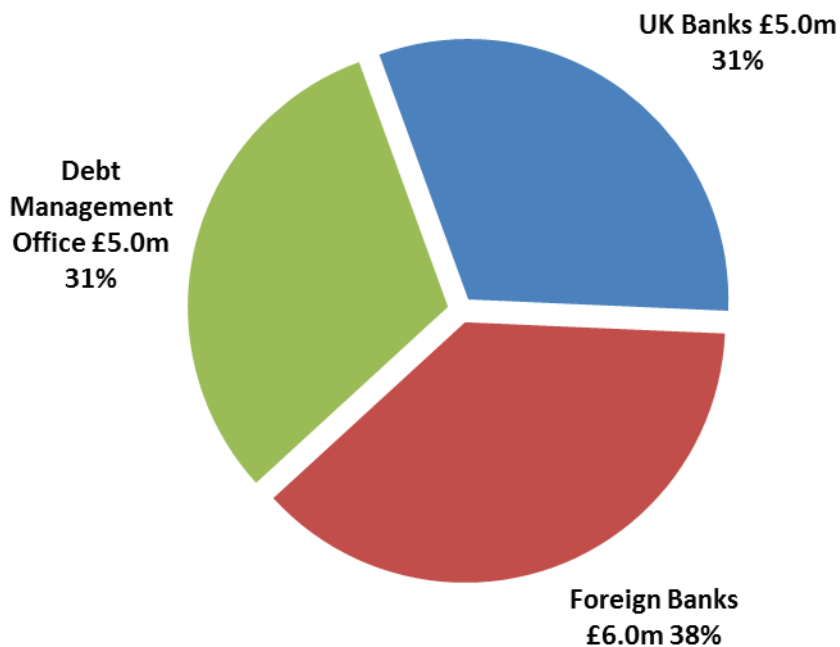


Chart 3: Council Investments per Lowest Equivalent Long-term Credit Ratings (£37.0m) 30th June 2014

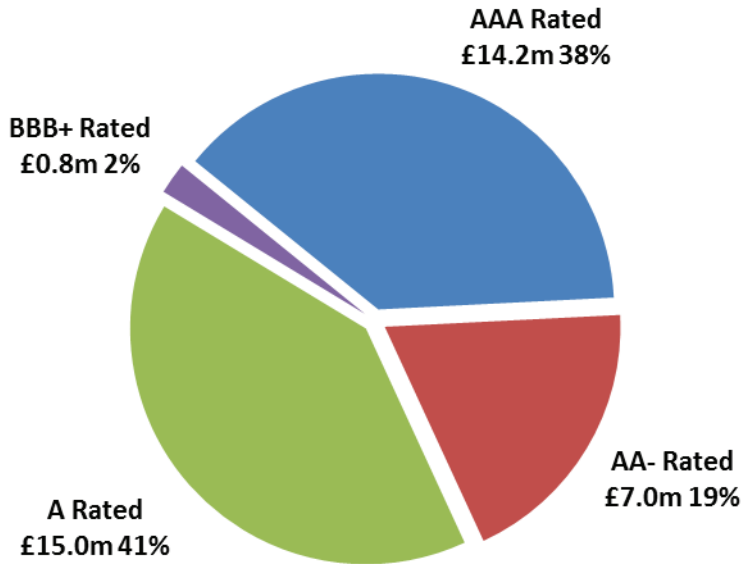
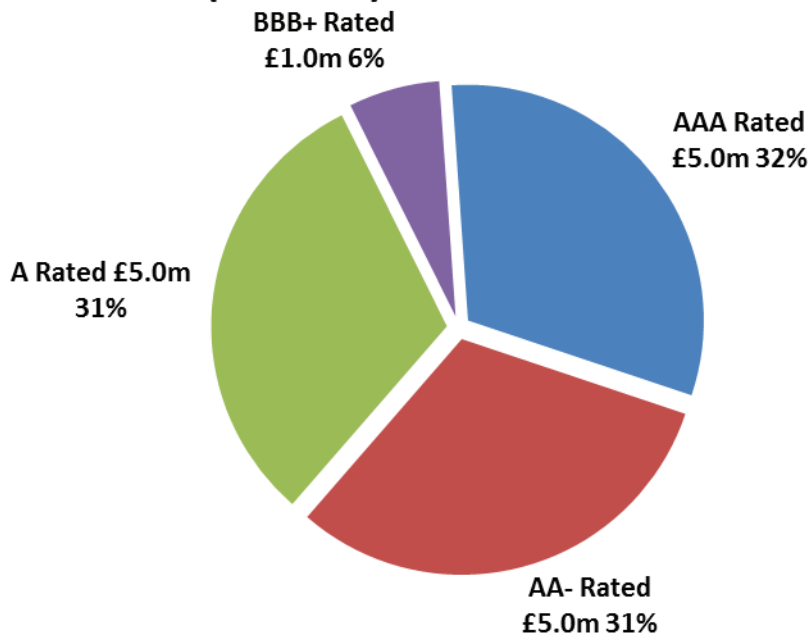


Chart 4: Council Investments per Lowest Equivalent Long-term Credit Ratings (£16.0m) 31st March 2014



APPENDIX 3

Average rate of return on investments for 2014/15

	April %	May %	June %	Average for Period
Average rate of interest earned	0.40%	0.43%	0.44%	0.43%
Benchmark = Average 7 Day LIBID rate +0.05% (source: Arlingclose)	0.39%	0.39%	0.40%	0.39%
Performance against Benchmark %	+0.01%	+0.04%	+0.04%	+0.04%

APPENDIX 4

Councils External Borrowing at 30th June 2014

LONG TERM	Amount	Start Date	Maturity Date	Interest Rate
PWLB	10,000,000	15/10/04	15/10/35	4.75%
PWLB	5,000,000	12/05/10	15/08/35	4.55%
PWLB	5,000,000	12/05/10	15/08/60	4.53%
PWLB	5,000,000	05/08/11	15/02/31	4.86%
PWLB	10,000,000	05/08/11	15/08/29	4.80%
PWLB	15,000,000	05/08/11	15/02/61	4.96%
KBC Bank N.V*	5,000,000	08/10/04	08/10/54	4.50%
KBC Bank N.V*	5,000,000	08/10/04	08/10/54	4.50%
Eurohypo Bank*	10,000,000	27/04/05	27/04/55	4.50%
TOTAL	70,000,000			
TEMPORARY	NIL			
TOTAL	70,000,000			4.71%

*All LOBO's (Lender Option / Borrower Option) have reached the end of their fixed interest period and have reverted to the variable rate of 4.50%. The lender has the option to change the interest rate at 6 monthly intervals, however at this point the borrower also has the option to repay the loan without penalty.

APPENDIX 5

Economic and market review for April to June 2014 (provided by Arlingclose)

Growth: The recent strong performance of the UK economy continued with output growing at 0.8% in Q1 2014. Although confirming that the UK has one of the fastest rates of economic growth in the western world, the breakdown did not provide any support towards the rebalancing of the economy, which remains a key plank of the government's economic strategy. House prices continued on their upward trend but there were some signs of cooling in the housing market evident from the fall in the number of housing transactions

and new mortgage lending due to tighter lending standards following the introduction of the Mortgage Market Review in March.

Unemployment: The labour market continued to improve, with job growth strong and the headline unemployment rate falling to 6.6%. However, earnings growth weakened with total pay slowing to just 0.7% yearly growth in the three months to April and employment growth was masked by a large number on zero-hour contracts and working part-time involuntarily.

Inflation: CPI inflation for May fell to 1.5% year-on-year from 1.8% which was lower than market expectations. Even though inflation was expected to tick marginally higher in coming months, it was still expected to remain just below the Bank's 2% target.

UK Monetary Policy: The MPC made no change to the Bank Rate of 0.5% and maintained asset purchases at £375bn. However, there was a marked shift in tone from the Bank of England's Governor and other MPC members. In his Mansion House speech in June Governor Mark Carney warned that interest rates might rise sooner than financial markets were expecting. The minutes of the MPC's June meeting outlined the Bank's central view that whilst wage growth and inflation had been weak, economic activity had been stronger than expected and the policy decision had therefore become more 'balanced' for some members on the Committee than earlier in the year.

The Bank's Financial Policy Committee also announced a range of measures to cool the UK's housing market to avert the potential of spiralling house prices derailing a sustainable economic recovery. Key recommendations included lenders stress-testing mortgage applicants can cope with a 3% rise in interest rates; putting a 15% cap on the number of mortgages at more than 4.5 times the borrower's income; and a separate Treasury pledge banning anyone applying for a loan through the Help to Buy scheme borrowing more than 4.5 times their income. The Prudential Regulation Authority also announced that it intends to consult on capital requirements for mortgages.

In June the European Central Bank announced interest rate cuts along with a raft of non-conventional measures to head off the growing threat of deflation in the Eurozone. The ECB cut main policy rates (refinancing rate) from 0.25% to 0.15% and, to encourage banks to lend to businesses and generate economic growth, it also cut the deposit rate to 0.10% which in effect means that commercial banks must pay for the privilege of depositing their funds at the central bank.

There was no change from the US Federal Reserve as the central bank kept policy on its current track with a reduction in asset purchases by \$10 billion to \$35 billion per month. The sharp downward revision to US GDP in Q1 to -2.9% annualised was strongly influenced by severe weather deterring consumers from going out and spending. GDP in Q2 of 2014 is expected to rebound, taking the annual average rate of growth over the last four quarters ending in Q2 to a more sustainable level of 2%.

Market reaction: 2- and 3-year gilt yields rose by 0.15% over the quarter to 0.86% and 1.25% respectively, 5-year yields rose by a more muted 0.06% to 2.03%, 10- year and 20-year yields fell by 0.06% to 2.67% and 2.28% respectively whilst the 20-year gilt yield was down 0.1% to 3.35%.

APPENDIX 6

Interest & Capital Financing Costs – Budget Monitoring 2014/15 (April to June)

April to June 2014	YEAR END FORECAST			ADV/FAV
	Budgeted Spend or (Income) £'000	Forecast Spend or (Income) £'000	Forecast over or (under) spend £'000	
Interest & Capital Financing				
- Debt Costs	3,862	3,862	0	
- Internal Repayment of Loan Charges	(8,182)	(8,182)	0	
- Ex Avon Debt Costs	1,388	1,388	0	
- Minimum Revenue Provision (MRP)	6,120	6,120	0	
- Interest on Balances	(110)	(110)	0	
Sub Total - Capital Financing	3,078	3,078	0	

APPENDIX 7

Summary Guide to Credit Ratings

Rating	Details
AAA	Highest credit quality – lowest expectation of default, which is unlikely to be adversely affected by foreseeable events.
AA	Very high credit quality - expectation of very low default risk, which is not likely to be significantly vulnerable to foreseeable events.
A	High credit quality - expectations of low default risk which may be more vulnerable to adverse business or economic conditions than is the case for higher ratings.
BBB	Good credit quality - expectations of default risk are currently low but adverse business or economic conditions are more likely to impair this capacity.
BB	Speculative - indicates an elevated vulnerability to default risk, particularly in the event of adverse changes in business or economic conditions over time.
B	Highly speculative - indicates that material default risk is present, but a limited margin of safety remains. Capacity for continued payment is vulnerable to deterioration in the business and economic environment.
CCC	Substantial credit risk - default is a real possibility.
CC	Very high levels of credit risk - default of some kind appears probable.
C	Exceptionally high levels of credit risk - default is imminent or inevitable.

RD	Restricted default - indicates an issuer that has experienced payment default on a bond, loan or other material financial obligation but which has not entered into bankruptcy filings, administration, receivership, liquidation or other formal winding-up procedure, and which has not otherwise ceased operating.
D	Default - indicate san issuer that has entered into bankruptcy filings, administration, receivership, liquidation or other formal winding-up procedure, or which has otherwise ceased business.

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Bath & North East Somerset Council		
MEETING:	Cabinet	
MEETING DATE:	10th September 2014	EXECUTIVE FORWARD PLAN REFERENCE:
		E 2655
TITLE:	Revenue and Capital Budget Monitoring, Cash Limits and Virements – April 2014 to July 2014	
WARD:	All	
AN OPEN PUBLIC ITEM		
<p>List of attachments to this report</p> <p>Appendix 1: Revenue & Capital Monitoring Commentary Appendix 2: Revenue Monitoring Statement: All Council Spending Appendix 3: Capital Monitoring Statement: All Council Spending Appendices 4(i) & 4(ii): Proposed Revenue Virements & Revised Revenue Cash Limits 2013/14 Appendices 5(i) & 5(ii): Capital Virements & Capital Programme by Portfolio 2014/15</p>		

1 THE ISSUE

1.1 This report presents the financial monitoring information for the Authority as a whole for the financial year 2014/15 to the end of July 2014.

2 RECOMMENDATION

The Cabinet agrees that:

2.1 Strategic Directors should continue to work towards managing within budget in the current year for their respective service areas, and to manage below budget where possible by not committing unnecessary expenditure, through tight budgetary control.

2.2 This year's revenue budget position as shown in Appendix 2 is noted.

2.3 The capital expenditure position for the Council in the financial year to the end of July and the year end projections detailed in Appendix 3 of this report are noted.

2.4 The revenue virements listed for approval in Appendix 4(i) are agreed.

2.5 The changes in the capital programme listed in Appendix 5(i) are noted.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

3.1 The financial implications are contained within the body of the report.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

4.1 The annual medium term financial planning process allocates scarce resources across services with alignment of these resources towards the Council's corporate priorities. This report monitors how the Council is performing against the financial targets set in February 2014 through the Budget setting process.

5 THE REPORT

5.1 The Budget Management Scheme requires that the Cabinet consider the revenue and capital monitoring position four times per year.

5.2 For revenue, where overspent, services are normally expected to seek compensating savings to try and bring budgets back to balance.

5.3 Appendix 1 highlights significant areas of forecast over and under spends in revenue budgets. Appendix 2 outlines the Council's current revenue financial position for the 2014/15 financial year to the end of July 2014 by Cabinet Portfolio. The current forecast outturn position is for an overspend of £1,685,000 which equates to 0.41% of gross budgeted spend (excluding Schools).

5.4 Whilst it is still relatively early in the current financial year, the Strategic Directors will work to manage their budgets within the overall allocations approved by the Council. This will include the development of specific mitigating actions as the financial year progresses.

5.5 The forecast outturn position includes the requirement for the delivery of £10.88m savings as part of the approved budget for 2014/15.

5.6 The Council's financial position, along with its financial management arrangements and controls, are fundamental to continuing to plan and provide services in a managed way, particularly in light of the medium term financial challenge. Close monitoring of the financial situation provides information on new risks and pressures in service areas, and appropriate management actions are then identified and agreed to manage and mitigate those risks.

5.7 Revenue budget virements which require cabinet approval are listed in Appendix 4(i). Technical budget adjustments are also shown in Appendix 4(i) for information purposes as required by the Budget Management Scheme.

5.8 Appendix 3 outlines the current position for the 2014/15 Capital budget of £96.592m (excluding contingency), with a current forecast spend of £82.409m which is £14.183m less than the budget.

5.9 Previously approved changes to the capital programme are listed in Appendix 5(i), while Appendix 5(ii) provides the updated capital programme allocated by Portfolio.

6 RATIONALE

6.1 The report is presented as part of the reporting of financial management and budgetary control required by the Council.

7 OTHER OPTIONS CONSIDERED

7.1 None

8 CONSULTATION

8.1 Consultation has been carried out with the Cabinet Member for Community Resources, Strategic Directors, Section 151 Finance Officer, Chief Executive and Monitoring Officer.

9 RISK MANAGEMENT

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

9.2 The substance of this report is part of the Council's risk management process. The key risks in the Council's budget are assessed annually by each Strategic Director, with these risks re-assessed on a monthly basis as part of the budget monitoring process.

Contact person	<i>Tim Richens - 01225 477468 ; Jamie Whittard - 01225 477213</i> Tim_Richens@bathnes.gov.uk Jamie_Whittard@bathnes.gov.uk
Background papers	<i>Budget Management Scheme</i>
Please contact the report author if you need to access this report in an alternative format	

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REVENUE BUDGET MONITORING APRIL 2014 TO JULY 2014

- 1.1 Appendix 2 outlines the Council's current financial position for the 2014/15 financial year to the end of July 2014 by Cabinet Portfolio. The Appendix shows the current forecast outturn position is an overspend of £1,685,000, or 0.41% of the gross expenditure budget (excluding Schools).
- 1.2 It is still relatively early in the current financial year and Strategic Directors will work to manage their budgets within the overall budget allocations approved by the Council. This will include the development of specific mitigating actions as the financial year progresses.
- 1.3 The forecast outturn position includes the requirement for the delivery of £10.88m savings as part of the approved budget for 2014/15.
- 1.4 Within the current £1,655,000 forecast overspend figure, there are areas of over and under spending which are detailed below, along with any planned management actions being taken to reduce projected overspends.
- 1.5 **Leader's Portfolio – forecast £507,000 overspend**

The overspend within this Portfolio is almost entirely due to the £500,000 additional income target from a Visitor Contribution scheme, which is not now achievable at the level anticipated. This is due to recent government legislation changes that would significantly reduce the anticipated yield from such a scheme.

- 1.6 **Community Resources Portfolio – forecast £175,000 underspend**

The forecast overspend on this portfolio is made up of the following variances:

Support Services: There is a £115,000 overspend in Support Services. Within this amount, there is a £205,000 forecast overspend within Resources Management owing to a one off cost of enabling proper coordination and phasing of managing savings, which once complete are due to achieve their target. In addition, there is a £98,000 overspend in Procurement, mainly caused by temporary contactors. These overspends are partially off-set by a forecast underspend in salaries of £151,000 in Customer Services, and a small underspend in Property Services.

Corporate costs: £290,000 forecast underspend, mainly due to the £100,000 budget for Carbon Reduction payments no longer being required as the Council is not part of this scheme, and a £185,000 saving in pension deficit costs following the Council's early payment of its share.

- 1.7 **Wellbeing Portfolio – forecast on target**

Although Fairer Contributions Income from personal contributions is now forecast to be £399,000 below budget (as these contributions and forecasts vary in line with

the financial position of individual service users), the net spend on commissioning of Older People's Services after these contributions is currently forecast to be on target.

1.8 Early Years, Children & Youth Portfolio – forecast £958,000 overspend

Within this Portfolio, there is an overspend forecast in the budgets for direct payments for children in care, particularly in the Independent Fostering and Parent & Baby Unit budgets, due to increased cases in these volatile budgets. There is also a £100,000 forecast overspend resulting from the use of agency staff with in the Children & Family Assessment & Intervention Team.

1.9 Homes & Planning Portfolio – forecast on target

Potential pressures within Planning Services following the restructure and reduction in capital income generation are likely to be off-set by increased Planning revenue income.

1.10 Sustainable Development Portfolio – forecast £43,000 underspend

The £200,000 savings target in Tourism & Destination Management is unlikely to be achieved. A review of budgets within this service is being undertaken to help mitigate this. Heritage income is again going very well and is forecast to be £243,000 over budgeted level. This results in a net underspend forecast for the Portfolio.

1.11 Neighbourhoods Portfolio – forecast £439,000 overspend

Within Environmental Services, there is a £254,000 forecast overspend in Waste Services, due to the cost of higher disposal tonnages, and an £80,000 shortfall in income with Parks & Grounds due to the underachievement of rents and sponsorship.

In addition, there is an overspend of £128,000 currently forecast in Libraries, where service redesign work is currently underway, but the delayed implementation will only realise half of the £255,000 savings target in 2014/15. These overspends are partially mitigated by a small underspend of staffing costs within Community Safety.

1.12 Transport Portfolio – forecast on target

It is planned to mitigate emerging staffing pressures within Transportation Planning & Policy within the Service. Parking income has been strong so far this year, and should meet budget expectations if the current trend continues, despite the loss of around £50,000 of income from Saw Close once the car park closes in September 2014.

1.13 The Council has requested that the delivery of the key savings for the 2014/15 budget, including potential impacts, should be included as part of the regular budget monitoring. The following table provides a narrative on key savings:

Description of Saving	Target Saving Amount £'000	Amount Achieved to date £'000	Comments on saving including any service impacts or service user impacts
<u>Wellbeing</u>			
Social Care savings	1,064	689	2 Targets: £375,000 reduced residential care from increase preventative services, and an already achieved £689,000 through targeted reductions and negotiated contract amendments.
In partnership with Sirona Care & Health, further efficiency savings.	868	293	Core contract savings £293,000 achieved, plus further efficiencies of £575,000 currently being implemented, subject to formal contract.
<u>Early Years, Children & Youth</u>			
Connexions – Discontinuation of current form of service	480	480	On track. Contractual notice served to LPW and merged service in place.
<u>Leader</u>			
Visitor Contribution	500	0	This was a target for additional income to be derived by charging a voluntary contribution on visitors to Bath. Due to recent government legislation, this target will not be delivered as the scheme cannot be implemented as planned.
Corporate Procurement	200	150	This target applies to procurement across the Council. Part achieved via renegotiation of a major contract and plans for the remainder are still being worked on.
ICT - Corporate - rationalisation, improved procurement & new ICT Strategy (£500k), insourcing (£100k) and removal of transformation budget	800	800	Continuation of £350k target achieved in 2013/14. Plans for delivering this target are in place and on target.

(£200k).			
<u>Neighbourhoods</u>			
Libraries - to deliver the services differently in the future with support from our emerging Community Library Programme.	255	128	Plans in place for delivery but a 6 months delay in implementation is envisaged.
<u>Community Resources</u>			
Property Services – reduction in staffing levels.	230	230	Continuation of 2013/14 savings. 2014/15 plans are on target.
Property Services – increased revenue income through investment in Commercial properties	250	160	Approval has been given to purchase a property which will contribute towards the achievement of this target. There are continuing efforts to seek further appropriate investment opportunities.
<u>Sustainable Development</u>			
Heritage Services – higher net profit.	450	450	2 Targets: £250,000 as per Business Plan plus a £200,000 stretched profit target. Currently forecast on target anticipating that this will be met.
Identification of further Commercial activity for Heritage and related services.	200	0	Possibilities are being looked at and recommendations will follow in coming months as a result of a review of opportunities.
Destination Management Saving	200	0	Saving unlikely to be achievable. Review of all budget lines within Destination Management budgets to be undertaken.

CAPITAL BUDGET MONITORING – APRIL 2014 TO JULY 2014

2.1 The 2013/14 Capital Programme approved by Council in February 2014 was £67.084m. £12.263m of provisional capital projects has been approved and re-phasing of £18.026m made in the 2013/14 Outturn Report on 16 July 2014.

2.2 The approved Capital Programme for 2014/15 is currently £97.373m, and is detailed in Appendix 5(ii). Changes to the Capital Programme since July Cabinet are shown highlighted in Appendix 5(i).

Progressing Capital Projects Update

2.3 **Bath Western Riverside** Residential occupations for phase 1 are complete with 58 open market and 55 Affordable units. Phase 2 has 135 Units complete, with 105 under construction in 2014 and Phase 3 has 55 affordable homes are under construction. The energy centre is complete and commissioning underway. The Gas Holder has been decommissioned and Hazardous Storage License revoked.

2.4 **London Road.** Original scheme proposal has been re-evaluated in light of comments received from cycling community groups, and a revised scheme developed which has support from community groups. A preferred contractor is identified and appointed. Highways approvals and Traffic Regulation Order are being progressed, with a target completion for the scheme of Winter / Spring 2015.

2.5 **Rossiter Road** The contract for works is let and work commenced in July. The scheme is on target for completion in November 2014.

2.6 **Batheaston Bridge** All works are now complete and the bridge was formally opened by Councillor Ian Gilchrist on 15th July after being delayed due to very wet conditions through last Winter and Spring. Tree planting due to commence in the Autumn.

2.7 **Victoria Bridge.** Off-site steelwork fabrication and iron conservation works are ongoing, whilst on-site conservation of stonework is substantially complete and the construction of substructures ongoing. The deck installation has commenced and is progressing well. All works are due for completion by January 2015.

2.8 **Bath Flood Mitigation.** The production of Environmental Impact Assessment, Planning Application and Listed Building Consents is currently underway for submission envisaged in August 2014. Works due to commence in mid-2015.

2.9 Bath Transport Package

(1) **Lansdown.** The replacement sports pitch top soil has been stripped and remains on schedule to be completed in September 2014.

(2) **Newbridge** Works to the north section of the carriageway is currently running behind programme due to the removal of the Japanese Knotweed and drainage issues. New sections of the highway boundary retaining walls are progressing, with highways reinstatement works scheduled to start in August. The stone

formation to the new car park is nearing completion with drainage and attenuation tanks being installed. The piling for the facilities building has commenced.

- (3) **Real Time Information (RTI)** All 102 buses for service in and around Bath have been fitted with the RTI equipment. On street displays installation is due to commence in Autumn 2014, subject to performance checks.
- (4) **Bus Stops** 282 stops out of 378 have been upgraded and the programme is expected to complete around March 2015.
- (5) **Bus Shelters** The First and second phase of the shelter installation programme is complete; 57 shelters (from 197) & 50 (from 181) poles have been installed to date, including 3 new shelters in the High Street and Abbey Area.
- (6) **Variable Message Signs (VMS)** All 6 car park signs are operational along with 4 from 8 outer VMS signs
- (7) **Stall St/Lower Borough Walls:** Pedestrian Improvements detailed design is now finished and awaiting approval

2.10 **Keynsham New Build and Regeneration** The project remains on-time and on-budget. The raised access flooring is complete and 2nd fix mechanical & electrical works continuing along with finishes works. The first section of the new building was handed over on the 1st August 2014 to allow the start of the IT fit out in the new server room. Completed building and Council Staff moving in from October 2014. Highways regeneration works are also ongoing.

2.11 **Odd Down Playing Fields** The 3G Pitch Planning consent was granted in January 2014. The contractor is appointed and is progressing with works. Works have also started on changing rooms, and completion is anticipated for March 2015.

2.12 **Weston All Saints Primary School** The KS2 classroom and kitchen extension project was completed and handed over to the school on Friday 11th July 2014. The kitchen requires additional ventilation for which a solution is being worked on. Planning permission for KS1 Classroom block was obtained on 4th July 2014 and the target start-on-site date is late September 2014.

2.13 **Castle Primary School** 2 classroom extension is progressing well to programme and within budget. Construction of Elliott Building has commenced. Completion scheduled for end of August 2014.

2.14 **Paulton Infants School** Phase 3 of the works started on the 16th June and the programme is on target for practical completion in August 2014.

2.15 **St. Saviour's Primary School** Planning consultation period has now closed, with a Planning decision expected in September 2014. Enabling works and temporary accommodation construction is underway.

2.16 **Universal Infant Free School Meals.** All priorities have been agreed with Catering Services and the programme is on track to ensure free school meal requirement can

be met from the start of term in September 2014. Additional funding of £170,000 approved at July Cabinet.

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Portfolio Summary Monitor REVENUE SPENDING For the Period APRIL 2014 to JULY 2014	CURRENT YEAR 2014/15 FORECAST OUTTURN					ADVERSE / FAVOURABLE
	Forecast Gross Expenditure	Forecast Gross Income	Net Forecast Actual	Annual Current Budget	Forecast over or (under) spend	
	£'000	£'000	£'000	£'000	£'000	
Leader	14,923	(6,315)	8,607	8,101	507	ADV
Community Resources	46,839	(43,282)	3,557	3,733	(175)	FAV
Wellbeing	107,140	(45,413)	61,727	61,727		ON TARGET
Early Years, Children & Youth	158,451	(129,565)	28,886	27,928	958	ADV
Homes & Planning	7,514	(2,518)	4,996	4,996		ON TARGET
Sustainable Development	15,233	(17,807)	(2,574)	(2,531)	(43)	FAV
Neighbourhoods	31,690	(10,171)	21,519	21,080	439	ADV
Transport	25,504	(19,009)	6,496	6,496		ON TARGET
TOTAL COUNCIL	407,293	(274,079)	133,214	131,529	1,685	ADV

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Capital Monitoring Statement: All Council Spending

Appendix 3

	Current Year		Prior Years		Budget						Forecast						Variance	
	Actuals £' 000's	Commitments £' 000's	Actual Spend to Date £' 000's	Total Spend £' 000's	Budget 2014/2015 £' 000's	Budget 2015/2016 £' 000's	Budget 2016/2017 £' 000's	Budget 2017/2018 £' 000's	Budget 2018/2019 £' 000's	Total Scheme Budget £' 000's	Forecast 2014/2015 £' 000's	Forecast 2015/2016 £' 000's	Forecast 2016/2017 £' 000's	Forecast 2017/2018 £' 000's	Forecast 2018/2019 £' 000's	Total Scheme Forecast £' 000's	Current Year £' 000's	Scheme £' 000's
Capital Monitor Apr 2014/15 - Jul 2014/15																		
Summary by Senior Manager																		
Place	3,427	17,678	21,105	49,761	55,363	3,288	560	40	50	109,062	42,744	4,017	575	0	0	97,097	(12,619)	(11,965)
Resources	4,528	7,441	11,969	33,897	29,938	114	25	90	135	64,199	28,374	1,257	43	92	135	63,798	(1,564)	(401)
People & Communities	821	1,419	2,241	59,107	11,291	860	0	0	0	71,259	11,291	860	0	0	0	71,259	0	0
Total	8,776	26,538	35,314	142,766	96,592	4,242	605	130	185	244,520	82,409	6,134	618	92	135	232,154	(14,183)	(12,366)
Corporate Budgets	0	0	0	0	780	0	0	0	0	780	0	0	0	0	0	0	(780)	(780)
GRAND TOTAL	8,776	26,538	35,314	142,766	97,372	4,242	605	130	185	245,300	82,409	6,134	618	92	135	232,154	(14,963)	(13,146)

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2014/2015 Revenue Virements for Approval

Appendix 4 (i)

The following virements are reported for approval under the Budget Management Scheme rules.

REF NO	REASON/ EXPLANATION	CABINET MEMBER	TRANSFER FROM		TRANSFER TO		CASHLIM	CABINET MEMBER	Income (£'s)		Expenditure (£'s)		DESCRIPTION	ONGOING EFFECTS
			CASHLIM	Income (£'s)	CASHLIM	Income (£'s)			Income (£'s)	Expenditure (£'s)				
LOG 14#01	New Cash Limit Structure within Place Directorate	Neighbourhoods	Waste Services	11,514,981	Neighbourhoods	Neighbourhoods Environment - Waste & Contract	13,632,482	Homes & Planning	2,609,653	2,609,653	This virement is transferring budgets to newly created Cash Limits following the restructure of services within the Place directorate. This structure now more accurately represents the delivery of services.	Budget virement is on- going.		
													Neighbourhood Services	5,042,844
			Planning Services	2,609,653	Public Protection	817,829								
			Transport Design & Projects	95,173	Development Management	2,609,653								
			Transportation Planning (incl. Public Transport)	5,254,189	Transport & Parking Services - Public & Passenger Transport	4,479,469								
			Transport & Parking Services - Parking	6,203,256	Transport & Parking Services - Parking	6,203,256								
					Transport Services	274,685								
					Park & Ride	748,977								

OVERALL TOTALS	6,203,256	24,516,840	6,203,256	24,516,840	30,720,096	30,720,096
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2014/15 Revenue Virements for Information

REASON/ EXPLANATION CABINET MEMBER TRANSFER FROM Income (£'s) Expenditure (£'s) CABINET MEMBER TRANSFER TO Income (£'s) Expenditure (£'s) DESCRIPTION ONGOING EFFECTS

The following virements have either been previously approved, are technical in nature or are below limits within BMS that require approval, and therefore are reported for information only.

REASON/ EXPLANATION	CABINET MEMBER	TRANSFER FROM	Income (£'s)	Expenditure (£'s)	CABINET MEMBER	TRANSFER TO	Income (£'s)	Expenditure (£'s)	DESCRIPTION	ONGOING EFFECTS
INFO 14#01 Gas Inflation	Community Resources	Corporate Budgets incl. Capital, Audit & Bank Charges		21,026	Community Resources Early Years, Children & Youth Neighbourhoods	Corporate Estate Including R&M Learning & Inclusion Waste Services Neighbourhoods Services		9,113 3,657 1,035 7,221	Allocation of gas contract inflation provision - repeat of ongoing virement INFO 13#88 (previously reported after 2014/15 budget approval)	Budget virement is ongoing.
INFO 14#02 Keynsham New Build & New Ways of Working Management	Leader	Improvement & Performance		75,311	Community Resources	Strategic Director - Resources		75,311	Part-year budget for deleted Divisional Director - Improvement & Performance transferred to cover work on for New Ways of Working & Keynsham New Build. Repeat of ongoing virement LOG 13#04 (approved in 2013/14 outturn report)	Budget virement is ongoing.
INFO 14#03 Changes in PCT Contribution to LD Pooled Budget	Community Resources	Council Balances		2,125,000	Wellbeing	Adult Services		2,125,000	To reflect adjustment in the PCT's 2013/14 contribution to the 2014/15 pooled budget. (Reversal of INFO13#40)	Budget virement is one-off.
INFO 14#04 PCT Section 256 Contribution	Community Resources	Council Balances		3,034,050	Wellbeing	Adult Services		3,034,050	Transfer from reserves of s.256 re-enablement contribution received from the PCT in 2013/14 for use in 2014/15. (Reversal of INFO13#41)	Budget virement is one-off.
INFO 14#05 Revenue Grants Unapplied Accounting Adjustment	Community Resources	Council Balances (Revenue Grants Unapplied)		1,166,379	Neighbourhoods Early Years, Children & Youth Sustainable Development Wellbeing Community Resources	Sports & Active Leisure Waste Health, Commissioning & Planning Regeneration, Skills & Employment Adult Services Corporate Budgets incl. Capital, Audit & Bank Charges Risk & Assurance Services		22,968 643,416 96,100 112,500 124,800 164,007 2,588	Technical accounting adjustment to fully recognise unconditional revenue grants fully in year of receipt. (Reversal of INFO13#42)	Budget virement is one-off.

2014/15 Revenue Virements for Information

REF NO	REASON/ EXPLANATION	CABINET MEMBER		TRANSFER FROM		CABINET MEMBER		TRANSFER TO		Income (£'s)	Expenditure (£'s)	DESCRIPTION	ONGOING EFFECTS
		CASHLIM	Early Years, Children & Youth	CASHLIM	Children, Young People & Families	CASHLIM	Early Years, Children & Youth	CASHLIM	Health, Commissioning & Planning				
INFO 14#06	Early Intervention Grant Cash Limit Correction	Early Years, Children & Youth	Children, Young People & Families	5,584,000	5,584,000	Early Years, Children & Youth	Health, Commissioning & Planning				5,584,000	Transfer to reflect correct cash limit allocation of grant income. Repeat of ongoing virement INFO 13#59 (previously reported after 2014/15 budget approval)	Budget virement is ongoing.
INFO 14#07	Place Director Budget Realignment	Homes & Planning	Planning Services	53,494								Centralisation of overhead & management costs following Strategic Director's restructure of management within Place directorate. Repeat of ongoing virement INFO 13#62 (previously reported after 2014/15 budget approval)	Budget virement is ongoing.
		Sustainable Development	Tourism & Destination Management	143,952		Place Overheads							
		Transport	Transport Services	99,275									
INFO 14#08	Centralisation of IT Budgets	Community Resources	Customer Services	129,000	129,000	Leader	Council's Retained ICT Budget				129,000	Additional consolidation of the Council's IT budgets as part of the MTSRP savings delivery. Repeat of ongoing virement INFO 13#63 (previously reported after 2014/15 budget approval)	Budget virement is ongoing.
INFO 14#09	Connecting Families Team	Early Years, Children & Youth	Children, Young People & Families	102,439	102,439	Early Years, Children & Youth	Health, Commissioning & Planning				102,439	To merge the responsibility of the old Think Family team to the new Connecting Families Team. Repeat of ongoing virement INFO 13#63 with inflation (previously reported after 2014/15 budget approval)	Budget virement is ongoing.
INFO 14#10	DSG Carry Forward Transfer	Community Resources	Balances & Reserves	4,459,397	4,459,397	Early Years, Children & Youth	Schools Budget				4,459,397	Transfer from reserves to reflect automatic carry forward of year end DSG underspend (Reversal of DSG element in INFO 13#60)	Budget virement is one-off.
INFO 14#11	2013/14 Revenue Carry Forwards	Community Resources	Council Balances	327,000		Community Resources	Finance				20,000	Carry forwards from 2013/14 underspends, as approved by July Cabinet in Outturn report.	Budget virement is one-off.
		Community Resources			Corporate Estate including R&M		195,000						
		Community Resources			Planning Services		112,000						
INFO 14#12	Tourism & Heritage Services Income Option Review	Community Resources	Council Balances (Transformation Investment Reserve)	31,326	31,326	Sustainable Development	Tourism & Destination Management				31,326	Drawdown from earmarked reserves to fund review of potential income opportunities within Tourism and Heritage Services.	Budget virement is one-off.

2014/15 Revenue Virements for Information

REF NO	REASON / EXPLANATION	CABINET MEMBER		TRANSFER FROM		TRANSFER TO		Income (£'s)	Expenditure (£'s)	DESCRIPTION	ONGOING EFFECTS
		CABINET MEMBER	CABINET MEMBER	CASHLIM	CASHLIM	CASHLIM	CASHLIM				
INFO 14#13	Workplaces	Community Resources	Community Resources	Corporate Estate including R&M	Community Resources	Risk & Assurance Services	Property Services		109,993	The budget virements harvest the agreed savings in the Workplaces office rationalisation programme and provide for new budgets as reported. The virement aligns the budget into the correct cost centres.	Budget virement is on-going.
INFO 14#14	European Funding Maximisation Post	Community Resources	Community Resources	Strategic Director - Resources	50,000 Leader	Policy & Partnerships			50,000	Allocation of budget to Strategy & Performance to create a post to maximise European funding bids, as approved by Resource Management Team.	Budget virement is on-going.
INFO 14#15	High Needs Commissioned Places	Early Years, Children & Youth	Early Years, Children & Youth	Health, Commissioning & Planning	20,000	Children, Young People & Families			20,000	Allocation of budget to match where high needs places have been commissioned.	Budget virement is on-going.
INFO 14#16	Place Director Management Restructure	Neighbourhoods	Transport	Public Protection	30,305	Highways- Network Maintenance			2,244	Phase 1 of virement realigning Place budgets following the Divisional Director and Service restructure within Place.	Budget virement is on-going.
		Transport	Neighbourhoods	Neighbourhood Services	86,387	Parking Services			25,148		
		Sustainable Development	Neighbourhoods	Transport Design & Projects	189,089	Waste Services			49,276		
			Neighbourhoods	Regeneration, Skills & Employment	76,232	Place - Overheads			305,345		
INFO 14#17	Environmental Services MTSRP Savings Distribution	Transport	Transport	Highways- Network Maintenance	22,687	Parking Services			2,090	The allocation of MTSRP savings targets throughout the Environmental Services budgets following the identification of specific areas where these savings will be realised.	Budget virement is on-going.
		Neighbourhoods	Neighbourhoods	Transport Services	640	Waste Services			16,934		
			Neighbourhoods	Place - Overheads	79,002	Public Protection			83,499		
INFO 14#18	Transport Planning & Management	Transport	Transport	Transport Design & Projects	602,955	Highways- Network Maintenance			86,770	Abolition of Transport Planning & Management overheads cost centre, splitting these budgets across individual services.	Budget virement is on-going.
		Transport	Transport	Transport Design & Projects		Transport Planning (incl. Public Transport)			25,131		
			Transport	Transport Design & Projects		Planning Services			446,085		
			Transport	Transport Design & Projects		Building Control & Land Charges			4,497		
			Neighbourhoods	Place - Overheads		Neighbourhood Services			40,472		

2014/15 Revenue Virements for Information

REF NO	REASON / EXPLANATION	CASHLIM		CASHLIM		CABINET MEMBER	TRANSFER TO CASHLIM	Income (£'s)	Expenditure (£'s)	DESCRIPTION	ONGOING EFFECTS
		TRANSFER FROM	TRANSFER TO	Income (£'s)	Expenditure (£'s)						
INFO 14#19	Place Restructure (Community Regeneration)	Sustainable Development	Arts		31,210	Sustainable Development	Tourism & Destination Management		147,402	This virement reflects the restructuring of budgets within the Community Regeneration area of Place.	Budget virement is on-going.
			Heritage including Archives		41,620						
			Libraries & Information		33,604						
		Neighbourhoods	Sports & Active Leisure		40,968						
INFO 14#20	Customer Services Savings Target	Community Resources	Customer Services		106,855	Neighbourhoods	Libraries & Information		106,855	Although in different Portfolios, Customer Services & Libraries are within one Council service department. This virement is realigning the savings target between the two sides of the Service.	Budget virement is on-going.
INFO 14#21	Fleet Management Recharges					Community Resources	Various		738	Realignment of Fleet Management recharge budgets across the Council, to more accurately reflect the true cost to each service of the Fleet Management service.	Budget virement is on-going.
			Various		51,672	Neighbourhoods	Various		48,795		
		Transport				Early Years, Children & Youth	Various		1,915		
						Sustainable Development	Various		224		
INFO 14#22	Procure 2 Pay (P2P) Savings	Community Resources	Various		22,522	Community Resources	Finance			Aligning the Procure To Pay savings targets within the Resources Directorate, to represent the savings generated by each service following the Procure To Pay project.	Budget virement is on-going.
		Leader	Various		3,255				25,777		
INFO 14#23	Regeneration & Skills Savings Target	Sustainable Development	Regeneration, Skills & Employment		150,000	Community Resources	Property Services			Transfer of Major Projects savings target that was incorrectly allocated to Property Services following the Major Projects & Development segregation.	Budget virement is on-going.
INFO 14#24	Community Regeneration Director Costs	Sustainable Development	Regeneration, Skills & Employment		33,290	Sustainable Development	Heritage Services			Allocation of 25% of Divisional Director budget to Heritage Services in order to match the amount that is recharged to that service.	Budget virement is on-going.
INFO 14#25	Community Regeneration Management Restructure	Sustainable Development	Arts		494,314	Sustainable Development	Economy & Culture		1,250,063	Creation of two new cash limits within the Community Regeneration Service, as previously agreed by Cllr Ben Stevens.	Budget virement is on-going.
			Tourism & Destination Management		359,695						
			Regeneration, Skills & Employment		553,773						

2014/15 Revenue Virements for Information

<u>REF NO</u>	<u>REASON / EXPLANATION</u>	<u>CABINET MEMBER</u>	<u>TRANSFER FROM</u>	<u>Income (£'s)</u>	<u>Expenditure (£'s)</u>	<u>CABINET MEMBER</u>	<u>TRANSFER TO</u>	<u>Income (£'s)</u>	<u>Expenditure (£'s)</u>	<u>DESCRIPTION</u>	<u>ONGOING EFFECTS</u>
			CASHLIM		20,627,879		CASHLIM		20,627,880		

Portfolio Cash Limits 2014/15 - Revenue Budgets
Appendix 4(ii)

CABINET PORTFOLIO	Service	2014/15 Approved Budget £'000	Technical Adjustments, below BMS limits or already agreed - shown for information £'000	Total Virements for Approval £'000	Sep'14 Revised Cash Limits £'000
Leader	Policy & Partnerships	1,678	50		1,728
	Council's Retained ICT Budgets	4,107	129		4,236
	Council Solicitor & Democratic Services	1,554	(1)		1,552
	People Services	589			589
	Improvement & Performance	1,273	(77)		1,196
	PORTFOLIO SUB TOTAL	9,200	100		9,301
Community Resources	Finance	1,652	46		1,698
	Support Services Change Programme	(4)			(4)
	Customer Services	2,597	(237)		2,360
	Risk & Assurance Services	799	112		912
	Property Services	104	236		340
	Corporate Estate Including R&M	5,740	(2)		5,738
	Commercial Estate	(12,871)	(2)		(12,873)
	Traded Services	(129)	(9)		(138)
	Strategic Director - Resources	(444)	25		(419)
	Corporate items (Tourism Levy, Trading Opps, Community Use of Assets & Corporate Travel Plan)	(1,200)			(1,200)
	Hsg / Council Tax Benefits Subsidy	105			105
	Capital Financing / Interest	3,078			3,078
	Unfunded Pensions	1,679			1,679
	Corporate Budgets incl. Capital, Audit & Bank Charges	3,283	143		3,425
	New Homes Bonus Grant	(2,665)			(2,665)
	Magistrates	17			17
	Coroners	305			305
	Environment Agency	212			212
		PORTFOLIO SUB TOTAL	2,257	313	
Wellbeing	Adult Services	55,898	5,284		61,181
	Adult Substance Misuse (Drug Action Team)	546			546
	PORTFOLIO SUB TOTAL	56,444	5,284		61,727
Early Years, Children & Youth	Children, Young People & Families	17,275	(5,666)		11,609
	Learning & Inclusion	17,156	6		17,161
	Health, Commissioning & Planning	(114,561)	5,763		(108,799)
	Schools Budget	103,498	4,459		107,957
	PORTFOLIO SUB TOTAL	23,367	4,561		27,928
Homes & Planning	Planning Services	2,105	505	(2,610)	
	Development Management			2,610	2,610
	Building Control & Land Charges	235	4		239
	Housing	2,147			2,147
	PORTFOLIO SUB TOTAL	4,487	509		4,996
Sustainable Development	Arts	526	(526)		
	Tourism & Destination Management	325	(325)		
	Economy & Culture		1,250		1,250
	World Heritage		158		158
	Heritage including Archives	(4,563)	(8)		(4,572)
	Project Delivery	193			193
	Regeneration, Skills & Employment	1,103	(701)		403
	PORTFOLIO SUB TOTAL	(2,417)	(152)		(2,568)

Portfolio Cash Limits 2014/15 - Revenue Budgets
Appendix 4(ii)

CABINET PORTFOLIO	Service	2014/15 Approved Budget £'000	Technical Adjustments, below BMS limits or already agreed - shown for information £'000	Total Virements for Approval £'000	Sep'14 Revised Cash Limits £'000
Neighbourhoods	Place - Overheads	607	602		1,209
	Waste Services	10,800	715	(11,515)	
	Public Protection	688	53	818	1,559
	Neighbourhood Services	5,102	(59)	(5,043)	
	Neighbourhoods Environment - Waste & Contract			13,632	13,632
	Neighbourhoods Environment - Parks & Cemeteries			1,954	1,954
	Libraries & Information	1,694	59		1,752
	Sports & Active Leisure	872	(18)		854
	Community Safety	120			120
		PORTFOLIO SUB TOTAL	19,881	1,352	(154)
Transport	Transport Design & Projects	887	(792)	(95)	
	Transportation Planning (incl. Public Transport)	5,850	25	(5,254)	621
	Park & Ride	(749)		749	
	Highways - Network Maintenance	7,537	61		7,599
	Transport Services	(126)	(149)	275	
	Transport & Parking Services - Parking			(6,203)	(6,203)
	Transport & Parking Services - Public & Passenger Transport			4,479	4,479
	Parking Services	(6,233)	29	6,203	
	PORTFOLIO SUB TOTAL	7,167	(825)	154	6,496
	NET BUDGET	120,386	11,143		131,529

Sources of Funding

Council Tax	72,632			72,632
Revenue Support Grant*	26,469			26,469
Retained Business Rates	20,954			20,954
Collection Fund Deficit (-) or Surplus (+)	1,011			1,011
Council Tax Freeze Grant	800			800
Balances	(1,479)	11,143		9,664
Total	120,386	11,143		131,529

Capital Virements - Additions & Reductions 2014/2015

Appendix 5 (i)

REF NO	REASON / EXPLANATION	TRANSFER / FUNDING FROM	Income (£'s)	Expenditure (£'s)	TRANSFER TO	Income (£'s)	Expenditure (£'s)	Notes
CAP14#01 - 2014	Keynsham Regeneration	3rd Party Contribution - S106	80,000		Resources		80,000	Approved by Technical Adjustment April 2014
CAP14#02 - 2014	School Kitchen Programme	Government Grant	353,269		People & Communities - Children's Services		353,269	Approved by Cabinet April 2014
CAP14#03 - 2014	Basic Needs Feasibility / Option Appraisal	Government Grant	150,000		People & Communities - Children's Services		150,000	Approved by Cabinet April 2014
CAP14#04 - 2014	Salford Primary Accommodation Expansion	Government Grant	400,000		People & Communities - Children's Services		400,000	Approved by Cabinet April 2014
CAP14#05 - 2014	Schools Capital Planned Maintenance	Government Grant	500,000		People & Communities - Children's Services		500,000	Approved by Cabinet April 2014
CAP14#06 - 2014	Highways Maintenance Programme	Government Grant	3,435,000		Place - Highways		3,435,000	Approved by Cabinet May 2014
CAP14#06 - 2014	Highways Maintenance Programme - Additional	Government Grant	353,000		Place - Highways		353,000	Approved by Cabinet May 2014
CAP14#06 - 2014	Highway Surfacing	Corporate Supported Borrowing	1,000,000		Place - Highways		1,000,000	Approved by Cabinet May 2014
CAP14#06 - 2014	Highway Structures	Corporate Supported Borrowing	1,000,000		Place - Highways		1,000,000	Approved by Cabinet May 2014
CAP14#06 - 2014	Footway Improvements in Highways	Corporate Supported Borrowing	200,000		Place - Highways		200,000	Approved by Cabinet May 2014
CAP14#06 - 2014	Flood Protection in Chew Magna	Corporate Supported Borrowing	200,000		Place - Highways		200,000	Approved by Cabinet May 2014
CAP14#07 - 2014	Resurfacing Programme - Emergency & Severe Weather Grant	Government Grant	153,369		Place - Highways		153,369	Approved by Technical Adjustment May 2014
CAP14#08 - 2014	Weston All Saints Primary	3rd Party Contribution - S106	123,369		People & Communities - Children's Services		123,369	Approved by Technical Adjustment May 2014
CAP14#09 - 2014	Bin and Bench Replacement	Service Supported Borrowing	100,000		Place - Neighbourhoods		100,000	Approved by Cabinet May 2014
CAP14#10 - 2014	Royal Victoria Park Skate Park	Corporate Supported Borrowing	250,000		Place - Neighbourhoods		250,000	Approved by Cabinet May 2014
CAP14#11 - 2014	Royal Victoria Park Open Space Improvement	Corporate Supported Borrowing	50,000		Place - Neighbourhoods		50,000	Approved by Cabinet May 2014
CAP14#12 - 2014	Queen Square Improvements	Corporate Supported Borrowing	100,000		Place - Neighbourhoods		100,000	Approved by Cabinet May 2014
CAP14#13 - 2014	East of Bath Skate Park	Corporate Supported Borrowing	100,000		Place - Neighbourhoods		100,000	Approved by Cabinet May 2014
CAP14#14 - 2014	Improvements at the Sandpits	Corporate Supported Borrowing	40,000		Place - Neighbourhoods		40,000	Approved by Cabinet May 2014
CAP14#15 - 2014	Litter Bins	Corporate Supported Borrowing	20,000		Place - Neighbourhoods		20,000	Approved by Cabinet May 2014
CAP14#16 - 2014	Play Equipment	Service Supported Borrowing / Corporate Supported Borrowing	325,000		Place - Neighbourhoods		325,000	Approved by Cabinet May 2014
CAP14#17 - 2014	Great Dell Walkway	Corporate Supported Borrowing	25,000		Place - Neighbourhoods		25,000	Approved by Cabinet May 2014
CAP14#18 - 2014	Public WC Conversions	Corporate Supported Borrowing	100,000		Place - Neighbourhoods		100,000	Approved by Cabinet May 2014
CAP14#19 - 2014	Beau Street Coin Hoard	Grant	203,000		Place - Heritage		203,000	Approved by Cabinet May 2014
CAP14#20 - 2014	Traffic Island Alterations - Midsomer Norton	Revenue	5,000		Place - Highways		5,000	Approved by Technical Adjustment June 2014
CAP14#21 - 2014	Cycling Schemes - Silver Street	3rd Party Contribution - S106	75,000		Place - Highways		75,000	Approved by Technical Adjustment June 2014
CAP14#22 - 2014	Cycling Schemes - Lime Grove	3rd Party Contribution - S106	10,000		Place - Highways		10,000	Approved by Technical Adjustment June 2014
CAP14#23 - 2014	Odd Down Playing Fields - 3G Pitch	3rd Party Contribution	80,000		Place - Leisure		80,000	Approved by Technical Adjustment June 2014
CAP14#24 - 2014	Odd Down Playing Fields - Changing Rooms	3rd Party Contribution	450,000		Place - Leisure		450,000	Approved by Technical Adjustment June 2014
CAP14#26 - 2014	Beau Street Coin Hoard	Grant		90,000	Place - Heritage	90,000		Approved by Technical Adjustment June 2014
CAP14#27 - 2014	River Corridor Fund	Corporate Supported Borrowing	340,000		Place - Regeneration		340,000	Approved by Cabinet June 2014
CAP14#28 - 2014	Digital B&NES	Capital Contingency / Corporate Supported Borrowing	50,000		Place - Regeneration		50,000	Approved by Cabinet June 2014
CAP14#29 - 2014	Midsomer Norton Business Centre	Corporate Supported Borrowing	125,000		Place - Regeneration		125,000	Approved by Cabinet June 2014
CAP14#30 - 2014	Affordable Housing Programme	Corporate Supported Borrowing	1,015,000		Place - Housing		1,015,000	Approved by Cabinet June 2014

Capital Virements - Additions & Reductions 2014/2015

Appendix 5 (i)

REF NO	REASON / EXPLANATION	TRANSFER / FUNDING FROM	Income (£'s)	Expenditure (£'s)	TRANSFER TO	Income (£'s)	Expenditure (£'s)	Notes
CAP14#31 - 2014	Place Directorate	2013/2014 Outturn Re-phasing to 2014/2015 - Various Funding Sources	8,729,348		Place Directorate		8,729,348	Approved by Cabinet July 2014
	People & Communities Directorate		2,825,467		People & Communities Directorate		2,825,467	
	Resources Directorate		4,040,105		Resources Directorate		4,040,105	
	Capital Contingency		2,430,000		Capital Contingency		2,430,000	
CAP14#32 - 2014	River Corridor Fund	Grant	20,000		Place - Regeneration		20,000	Approved by Technical Adjustment July 2014
CAP14#34 - 2014	Longvernal Primary DDA Works	Government Grant	7,000		People & Communities - Children's Services		7,000	Approved by Technical Adjustment July 2014
CAP14#35 - 2014	St Martin's Garden Primary	Government Grant	20,000		People & Communities - Children's Services		20,000	Approved by Technical Adjustment July 2014
CAP14#36 - 2014	Southdown Infant / Junior	Government Grant	150,000		People & Communities - Children's Services		150,000	Approved by Cabinet July 2014
CAP14#37 - 2014	Peasedown St John Primary	Government Grant	50,000		People & Communities - Children's Services		50,000	Approved by Cabinet July 2014
CAP14#38 - 2014	School Kitchen Programme	Government Grant	170,000		People & Communities - Children's Services		170,000	Approved by Cabinet July 2014
CAP14#39 - 2014	Cycle / Pedestrian Schemes	Corporate Supported Borrowing	250,000		Place - Neighbourhoods		250,000	Approved by Cabinet July 2014
CAP14#40 - 2014	Client Data System for Children's Social Services	Revenue	275,000		People & Communities - Children's Services		275,000	Approved by SMD July 2014
OVERALL TOTALS			30,377,927	90,000		90,000	30,377,927	
				30,287,927			-30,287,927	

Capital Virements - Additions & Reductions Future Years

Appendix 5 (i)

REF NO	REASON / EXPLANATION	TRANSFER / FUNDING FROM	Income (£'s)	Expenditure (£'s)	TRANSFER TO	Income (£'s)	Expenditure (£'s)	Notes
CAP14#19 - 2014	Beau Street Coin Hoard	Grant	17,000		Place - Heritage		17,000	Approved by Cabinet May 2014
CAP14#40 - 2014	Client Data System for Children's Social Services	Revenue	425,000		People & Communities - Children's Services		425,000	Approved by SMD July 2014
OVERALL TOTALS			442,000	0		0	442,000	
				442,000			-442,000	

CAPITAL SCHEME	2014/2015					Revised Budget after 16 July 2014 Cabinet
	February 2014 Council Approved Budgets	Additions to Programme to 16 July 2014 Cabinet	Budget at 16 July 2014 Cabinet	Adjustments and Approvals Requested at 16 July 2014 Cabinet & Council	Re-phasing Request at 16 July 2014 Cabinet	
	£000	£000	£000	£000	£000	
Transport						
Local Sustainable Transport Fund	567		567		232	799
BTP - Pre Construction Costs			0		77	77
BTP Property	87		87		115	202
BTP Main Scheme	10,552		10,552		1,776	12,328
Highways Structural Maintenance		3,941	3,941		579	4,521
Local Transport Improvement Schemes	1,534	5	1,539		1	1,540
City Cycle Ambition	1,216		1,216		(12)	1,204
Smart Card E Purse for WofE	255		255		1	256
Victoria Bridge	1,398		1,398		629	2,027
5 Arches			0		23	23
Rossiter Road	1,417		1,417		(139)	1,278
20mph Schemes	104		104		156	260
Better Bus Fund			0		18	18
MetroWest - the Greater Bristol Metro Project	0		0		73	73
Batheaston Footbridge	40		40		52	92
Cycle Schemes		85	85		133	218
Two Tunnels			0		(60)	(60)
Highways Maintenance - Vehicles	325		325			325
Highway Surfacing		1,000	1,000			1,000
Highway Structures		1,000	1,000			1,000
Footway Improvements in Highways		200	200			200
Flood Protection in Chew Magna		200	200			200
2 Tunnels Northern Link Cycle Scheme			0		(115)	(115)
Greater Bristol Bus Network			0		(3)	(3)
Cycling & Walking Schemes			0	250		250
Advertising in Car Parks			0		25	25
	17,495	6,431	23,926	250	3,561	27,737
Neighbourhoods						
Vehicle Replacements - Waste			0		211	211
Vehicle Replacement - Neighbourhoods	578		578		117	695
Haycombe Crematorium Chapel Refurbishment			0		3	3
Allotments	93		93		11	104
Paulton Library Relocation			0		5	5
Odd Down Playing Field - Cycle Track			0		12	12
Odd Down Playing Field - Pitch and Changing Rooms	1,472	880	2,352		90	2,442
River Avon Safety Fencing			0		37	37
Beechen Cliff Woodlands	174		174		76	250
Play Equipment Programme		325	325		26	351
Neighbourhoods - Bin and Bench Replacement		100	100			100
Royal Victoria Park Skate Park		250	250			250
Royal Victoria Park Open Space Improvement		50	50			50
Queen Square Improvements		100	100			100
East of Bath Skate Park		100	100			100
Improvements at the Sandpits		40	40			40
Litter Bins		20	20			20
Great Dell Walkway		25	25			25
Public WC Conversions		100	100			100
	2,317	1,990	4,307	0	588	4,896
Sustainable Development						
Roman Baths Site Development - Catering / Infrastructure / Stone Cleaning	100		100		143	243
Beau Street Coin Hoard	90	113	203		1	204
Visitor Management System	100		100		65	165
Assembly Rooms Dilapidations			0		24	24
Temple Precinct	100		100		354	454
Roman Baths Roof Repair			0		47	47
BWR - Council Project Team	342		342		190	532
BWR - Affordable Housing	1,037		1,037		129	1,166
BWR - Infrastructure	3,184		3,184		(533)	2,651
BWR - Windsor Gas Tanks	2,410		2,410		1,040	3,450
BWR - Destructor Bridge	154		154		1,632	1,786
NRR Infrastructure	2,103		2,103		60	2,163
London Road Regeneration - Public Realm Implementation	449		449		227	676
London Road Regeneration - Public Realm Grant Scheme			0		158	158
Radstock Capital Schemes			0		173	173
Bath Enterprise Area - Flood Mitigation	4,750		4,750		72	4,822
River Corridor Fund		340	340		100	440
Digital B&NES		350	350			350
Midsomer Norton Business Centre		125	125			125
	14,819	928	15,747	0	3,882	19,629

CAPITAL SCHEME	2014/2015					Revised Budget after 16 July 2014 Cabinet
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	£000	£000	£000	£000	£000	
Early Years, Children & Youth						
Schools Capital Maintenance Programme	1,000	500	1,500		88	1,588
Ralph Allen Applied Learning Centre			0		14	14
Wellsway Sports Hall (inc 6 court)			0		77	77
Devolved Capital 2014/2015	355		355		1,255	1,610
Seed Challenge			0		(3)	(3)
School Travel Plans			0		6	6
Private Capital			0		57	57
Local Authority Contribution			0		3	3
Early Years / Extended Services / Twerton S106			0		1	1
Writhlington BSF			0		31	31
Writhlington ALC			0		21	21
Children's Services Capital Schemes			0		3	3
Children's Services Capital Schemes Managed by Property			0		127	127
Short Breaks for Disabled Children	72		72		7	79
Oldfield Co Ed Capital Improvements			0		26	26
St Gregory's / St Mark's 6th Form	72		72		53	125
Margaret Coates Centre Expansion			0		1	1
Youth Projects			0		4	4
BN 2012/2013 Schemes						
Weston All Saints Primary / Castle Primary / Paulton Infant /	3,893	123	4,016		749	4,765
Farrington Gurney Primary / St Saviour's Junior / Paulton Junior						
Chew Magna Primary			0		181	181
Bathampton Primary Land Purchase			0		(1)	(1)
St Michael's Primary BESD Unit			0		67	67
Moorlands Junior			0		59	59
Two Year Old Provision	203		203		1	204
School Energy Invest to Save Fund	375		375			375
Universal Infant Free School Meals		353	353	170		523
Basic Needs Feasibility / Option Appraisal		150	150			150
Saltford Primary - Basic Need		400	400			400
Southdown Infant / Junior Schools			0	150		150
Peasedown St John Primary			0	50		50
DDA Works			0			0
Client Data System for Children's Social Services			0	275		275
	5,970	1,527	7,497	645	2,827	10,969
Community Resources						
Corporate Estate Planned Maintenance	1,036		1,036		330	1,366
Disposals Programme - Minor	53		53		45	98
Disposals - Englishcombe Lane / Cattlemarket & Cornmarket /						
Roseberry Place / 1-3 James Street West / 7-9 Lower Borough Walls	270		270			270
Key Disposal Programme	128		128		42	170
Equality Act Works	552		552		94	646
Commercial Estate Investment Fund	350		350			350
Saw Close Development	210		210		16	226
South Road Car Park MSN	20		20		34	54
Victoria Hall			0		64	64
Grand Parade & Undercroft	4,826		4,826		199	5,025
Lewis House (inc Comms Hub & OSS)	237		237		13	250
The Hollies	45		45		7	52
Workplaces Programme Delivery	3,220		3,220		(198)	3,022
Keynsham Regeneration & New Build	12,616	80	12,696		2,515	15,211
Public Realm - Wayfinding			0		143	143
Public Realm - High Street	80		80		(96)	(16)
Public Realm - Northumberland Place			0		128	128
Public Realm - Pattern Book			0		96	96
Public Realm - Street Furniture			0		19	19
Public Realm - Team Costs			0		25	25
Property Acquisitions			0			0
Contingency		(650)	(650)		2,430	1,780
	23,643	(570)	23,073	0	5,904	28,977
Leader						
Policy & Partnerships	149		149		22	171
Customer Services System	462		462		106	568
Desk Top Service - VDI Technology	222		222		570	792
Windows 7 Upgrade			0		180	180
IT Public Service Network			0		(2)	(2)
IT Asset Refresh	422		422		(2)	420
	1,255	0	1,255	0	875	2,130
Homes and Planning						
Housing Association Grant			0		19	19
Supported Housing Development			0		4	4
Gypsy and Traveller's Site			0		15	15
Empty Properties CPO - Affordable Housing			0		439	439
Affordable Housing		1,015	1,015			1,015
	0	1,015	1,015	0	477	1,492

CAPITAL SCHEME	2014/2015					Revised Budget after 16 July 2014 Cabinet
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	£000	£000	£000	£000	£000	£000
Wellbeing						
Disabled Facilities Grant	1,200		1,200			1,200
Adult PSS Capital Grant	385		385			385
Occupational Therapy Equipment			0		(88)	(88)
	1,585	0	1,585	0	(88)	1,497
GRAND TOTAL	67,084	11,321	78,405	895	18,026	97,326
Sources of Funding (£'000)						
Government Supported Borrowing			0	0	0	0
EU/Government Grant	15,497	4,958	20,455	370	2,658	23,482
Capital Receipts (inc RTB)	14,454	0	14,454	0	1,779	16,233
Revenue	2,799	5	2,804	275	(2)	3,077
Service Supported Borrowing / Unsupported Borrowing / Corporate Supported Borrowing (Headroom) (inc Inter Yr Adjustments)	31,526	5,540	37,066	250	12,524	49,840
s106 Contribution	2,270	288	2,558	0	682	3,240
Other 3rd Party	538	530	1,068	0	385	1,453
Total	67,084	11,321	78,405	895	18,026	97,326

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