

Democratic Services

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Date: 17 November 2015
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To: All Members of the Resources Policy Development and Scrutiny Panel

Councillor Sarah Bevan
Councillor Bob Goodman
Councillor Christopher Pearce
Councillor Jasper Martin Becker
Councillor Colin Barrett
Councillor Chris Dando
Councillor Andrew Furse

Chief Executive and other appropriate officers
Press and Public

Dear Member

Resources Policy Development and Scrutiny Panel: Wednesday, 25th November, 2015

You are invited to attend a meeting of the **Resources Policy Development and Scrutiny Panel**, to be held on **Wednesday, 25th November, 2015** at **4.30 pm** in the **Kingston Room - Pump Room, Bath**.

The agenda is set out overleaf.

Yours sincerely

Michaela Gay
for Chief Executive

If you need to access this agenda or any of the supporting reports in an alternative accessible format please contact Democratic Services or the relevant report author whose details are listed at the end of each report.

This Agenda and all accompanying reports are printed on recycled paper

NOTES:

- 1. Inspection of Papers:** Any person wishing to inspect minutes, reports, or a list of the background papers relating to any item on this Agenda should contact Michaela Gay who is available by telephoning Bath 01225 394411 or by calling at the Guildhall Bath (during normal office hours).
- 2. Public Speaking at Meetings:** The Council has a scheme to encourage the public to make their views known at meetings. They may make a statement relevant to what the meeting has power to do. They may also present a petition or a deputation on behalf of a group. Advance notice is required not less than two full working days before the meeting (this means that for meetings held on Wednesdays notice must be received in Democratic Services by 4.30pm the previous Friday)

The public may also ask a question to which a written answer will be given. Questions must be submitted in writing to Democratic Services at least two full working days in advance of the meeting (this means that for meetings held on Wednesdays, notice must be received in Democratic Services by 4.30pm the previous Friday). If an answer cannot be prepared in time for the meeting it will be sent out within five days afterwards. Further details of the scheme can be obtained by contacting Michaela Gay as above.

- 3. Details of Decisions taken at this meeting** can be found in the minutes which will be published as soon as possible after the meeting, and also circulated with the agenda for the next meeting. In the meantime details can be obtained by contacting Michaela Gay as above.

Appendices to reports are available for inspection as follows:-

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

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

- 4. Recording at Meetings:-**

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.

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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

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

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

7. Emergency Evacuation Procedure

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

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

Resources Policy Development and Scrutiny Panel - Wednesday, 25th November, 2015

at 4.30 pm in the Kingston Room - Pump Room, Bath

A G E N D A

1. WELCOME AND INTRODUCTIONS

2. EMERGENCY EVACUATION PROCEDURE

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

3. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

4. DECLARATIONS OF INTEREST

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

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

(b) The nature of their interest.

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

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

5. TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

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

At the time of publication no notifications had been received.

7. MINUTES (Pages 7 - 12)

8. DIRECTORATE PLAN FOR RESOURCES (Pages 13 - 38)

A report on the Directorate Plan for Resources and appendices are attached.

9. BATH AND NORTH EAST SOMERSET COUNCIL CORPORATE STRATEGY 2016-20 (Pages 39 - 66)

This report introduces the draft Bath and North East Somerset Council Corporate Strategy 2016-20 for consideration and discussion.

10. PERFORMANCE MANAGEMENT (Pages 67 - 88)

A report on Performance Management is attached along with the 2014/15 Annual Performance Report.

11. CABINET MEMBER UPDATE

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

12. PANEL WORKPLAN (Pages 89 - 94)

This report presents the latest workplan for the Panel. Any suggestions for further items or amendments to the current programme will be logged and scheduled in consultation with the Panel's Chair and supporting officers.

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

(a)

(b)

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BATH AND NORTH EAST SOMERSET

RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

Wednesday, 2nd September, 2015

Present:- Councillors Sarah Bevan (Chair), Bob Goodman (Vice-Chair), Christopher Pearce, Jasper Becker, Colin Barrett and Andrew Furse

12 WELCOME AND INTRODUCTIONS

The Chairman welcomed everyone to the meeting.

13 EMERGENCY EVACUATION PROCEDURE

The Chairman drew attention to the emergency evacuation procedure.

14 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

There were none.

15 DECLARATIONS OF INTEREST

Councillor Barrett declared an 'other' interest as a founder of Percy Boys Club (Percy Community Centre is mentioned in item 8).

16 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

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

There were none.

18 MINUTES

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

19 COMMUNITY ASSET TRANSFER UPDATE

Richard Long, Head of Property and Project Delivery gave a verbal update on the progress made in relation to the Community Asset Transfer policy. The update included:

- A summary of the general approach to granting Community Asset Transfers;

- The duty of a Council to dispose of property at best consideration reasonably obtainable;
- Community Benefit;
- Measure of organisational sustainability;
- Flexible leases; and
- Update on current Community Asset Transfers (*there is a table attached to the agenda for this meeting which provides an update on the status of the Community Asset Transfers currently being progressed. This is also on the Council's minute book for this Panel*).

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

Councillor Goodman asked why there had been no pre-application advice regarding the lease to Genesis. The officer explained that negotiations are ongoing on this lease. Councillor Goodman asked about Abbey Churchyard and if the Council pays for any repairs. The officer explained that the responsibility for repairs transfers with the lease. Councillor Goodman asked how much the Council would earn if it was receiving commercial rent for these properties. The officer explained that the purpose of individual reports for member decisions is to show the potential commercial value against other values and benefits to the community. Andrew Pate – Strategic Director for Resources explained that details of this are contained in the decision register. Cabinet Member for Finance and Efficiency Councillor Charles Gerrish explained that a report regarding Genesis would be coming to the Cabinet meeting on 9th September 2015 and that the key issue is the outcome of the planning application.

Councillor Barrett asked about public conveniences that have been disposed of and why they are not included on this list. The officer explained that these are sold on the open market and don't fall within Community Asset Transfer. Councillor Barrett asked about Weston public convenience – the Director advised Councillor Barrett to email the officer for the details on this. The Cabinet Member added that all properties under consideration for Community Asset Transfer were listed in the Budget papers in February 2014/15.

Councillor Furse asked if all organisations had been satisfied with the liability for maintenance that has been handed to them. The officer explained that he works closely with organisations to make sure they understand the liability they are taking on. Councillor Furse stated that he was pleased to hear that the Cabinet Member is taking an interest in Genesis. He also asked about Chapel Arts Centre and why the freehold was sold. The officer explained that freehold was the only next step and that there are some stringent restrictive covenants. Councillor Furse was satisfied that the community benefit would be maintained.

20 HOW COUNCIL CONNECT WORKS

Tracey Long – Group Manager for Customer Services gave a presentation (*a copy of the presentation slides are attached to the agenda for this meeting and held on the Council's minute book for this Panel*). The presentation covered the following:

- An overview of how Council Connect Works;
- The face and voice of the Council;
- Contact Centre; Online; One Stop Shops;
- Customer first points of contact;
- What happens to customer requests;
- We don't manage customer contacts for;
- What we do if customers for these services contact us;
- Service request flow;
- Managing customer contacts for internal or external partners;
- Areas for improvement;
- Overall customer satisfaction rates.

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

Councillor Barrett queried the time scales involved in resolving customer requests, he gave examples of 3 contacts with Council Connect where no feedback was given. He asked to meet with the officer to discuss the issues. The officer agreed to this and explained that it is hard to show on a flow chart the different service areas response times as they vary. Andrew Pate, Strategic Director for Resources explained that the Council does have customer service standards regarding response times which should be consistent across the whole Council. He stated that it would be useful to know from members which service areas they have had problems with and this can be followed up.

Councillor Furse congratulated the team on the customer satisfaction levels. He explained that he used to find it hard to get feedback but recently had used Twitter regarding some fly tipping and he a good response from refuse teams. He stated that he has been pleasantly surprised with the feedback from Twitter and email.

Councillor Pearce asked if Councillors could see a breakdown of information on who has complained/what about/what has been done. Georgina Jackman – Programme Manager Customer Services explained that she is working on some ward based information. Councillor Bevan stated that she used to receive ward statistics regularly and asked if this could be provided again. The officer explained that it could not be provided on a ward basis. The Director explained that there is a new CRM system which is being worked on and will be ready in the next few months. Councillor Bevan asked if the system could work out what proportion of issues have been resolved, the officer confirmed that the new system could do this.

Councillor Bevan stated that she would like a report to come back to the Panel at their March 2016 meeting with information on how feedback is given and also the areas of service with the most issues.

21 COMMERCIALISATION - INTRODUCTION AND UPDATE

Tim Richens – Divisional Director for Business Support gave a presentation on 'How far can we commercialise public service?' (*A copy of the presentation slides are attached to the agenda for this meeting and held on the Council's minute book for this Panel*). The presentation covered the following:

- Our Organisational Focus;
- Where the Council spends money 2014/15 - £315.5m – gross spend before taking account of income;
- Where money comes from to pay for all the services 2014/15 - £315.5m
- Statutory Framework
- Income 2014/15
- West England City Region Deal-Growth Incentive
- West of England Local Enterprise Partnership
- Opportunities
- What we are doing

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

Councillor Furse asked several questions, he asked about how managing completion with private enterprise would work; is the Council eligible for a percentage of income outside Bath Quays; a solution regarding visitor contribution and day trippers. He stated that he was pleased to see the £770k per annum from the Bath Spa. The officer responded to the questions – he explained that the Localism Act covered the issue in that the Council is required not to subsidise a business in competition with other businesses. Regarding the City Deal, the officer explained that outside the zone, the Council gets normal rates and a new Somerset Business Rates Pool helps the Council keep a bit more. Regarding visitor contribution, the officer explained that this issue is ongoing as the plan for a £1 donation for the Roman Baths would not work as the Government has outlawed pre-ticked boxes on forms.

Councillor Barrett asked if the income from Parking is ring fenced. The officer explained that this has to be spent on Transport and Highways. Councillor Barrett asked about solar panels, the officer explained that the Government are reducing the subsidy rates but that the historical tariff is protected.

Councillor Pearce stated that the concept of the Council running businesses is interesting, he asked what the boundaries would be for this. The officer explained that there is technically no boundary but the Council would have to look at the level of risk and that generally it would have to be something in synergy with Council Services. The Strategic Director stated that it is a balance between risk and return and each case would be a matter of judgement.

22 CABINET MEMBER UPDATE

Councillor Charles Gerrish, Cabinet Member for Finance and Efficiency explained that the financial review is in progress, the review of the Capital Programme is complete and in the Cabinet papers for 9th September meeting.

23 PANEL WORKPLAN

The Panel noted the workplan items. It was agreed that the Strategic Director and Chair would meet to discuss a potential list of future items and would bring the workplan to the next Panel meeting.

Councillor Barrett asked about the unscheduled item on the workplan 'Use of Consultants and Agency Staff' – he asked that a date be given for this item.

The Strategic Director stated that he would be happy to receive emails from Panel member if they have any further suggestions.

The meeting ended at 6.30 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

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| Bath & North East Somerset Council | |
|---|--|
| MEETING: | Resources Policy Development & Scrutiny Panel |
| MEETING DATE: | 25 November 2015 |
| TITLE: | Resources Directorate Plan 2016-2020 |
| WARD: | All |
| AN OPEN PUBLIC ITEM | |
| List of attachments to this report: | |
| <ul style="list-style-type: none"> • Appendix 1: Resources Directorate Plan <ul style="list-style-type: none"> ○ Annex 1: Summary of functions of the Division ○ Annex 2: Directorate budget summary (headline numbers) ○ Annex 3: Draft Capital Programme 2016/17 to 2019/20 ○ Annex 4: Finance & Resource Impacts | |

1 THE ISSUE

1.1 This report presents the Resources Directorate Plan to the Panel for initial consideration and feedback as part of the Council's service planning and budget development process.

2 RECOMMENDATION

The Panel is asked to:

2.1 Comment on the draft Resources Directorate Plan and;

2.2 Identify any areas of feedback the panel would like to refer to the relevant Portfolio holders and Cabinet for further consideration as part of the service planning and budget development process.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

3.1 The resource implications are contained within the draft Directorate Plan and its appendices.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

4.1 This report sets out the framework for the service planning and budget processes which lead up to the statutory and legal requirement for the Council to

set a budget in February 2016. Proportionate equality analysis is being carried out on the proposals within the Directorate Plans.

5 THE REPORT

Introduction

- 5.1 A new Corporate Strategy was agreed by Cabinet at their meeting on 4th November 2015. It sets out the 2020 beautifully inventive vision and the Council's direction of travel over the next four years. It is shaped by and will deliver the 'Putting Residents First' manifesto commitments.
- 5.2 Three new Directorate Plans have also been developed. They will flow from the Corporate Strategy and set out both the strategic and financial ambitions of each Directorate and how they will deliver the Corporate Strategy commitments.
- 5.3 The Directorate Plans will replace Medium Term Service and Resource Plans (MTRSPs). They include, as appendices, the Directorate budget summary and details of growth and savings proposals.

Performance management

- 5.4 The Council will be undertaking a corporate approach to performance management in order that we can understand how we are delivering on our commitments. Performance management will be against the 4 corporate priorities (a focus on prevention, a strong economy and growth, a new relationship with customers and communities and an efficient business) as well as the outcomes in the Directorate Plans.

November PDS process

- 5.5 During November, the draft Directorate Plans will be presented to the Policy Development and Scrutiny (PDS) Panels. Each PDS Panel will be engaged in this process and Panels should only concentrate on the parts of the plan relevant to their own remit.
- 5.6 This Panel is asked to consider the implications of the draft Resources Directorate Plan and make recommendations to the relevant portfolio holder(s) and Cabinet. Where the panel wishes to either increase expenditure or reduce savings targets alternatives should be proposed.
- 5.7 At the meeting, the lead for each Directorate Plan will highlight those aspects of the plan that are directly relevant to the panel. The table below maps the remit of this panel to the related Directorate Plan:

| Resources PDS Panel remit | Directorate Plan |
|--|--|
| <ul style="list-style-type: none"> • Customer Services including Revenues & Benefits and Council Connect • Risk and assurance • ICT • Procurement • Property • Finance | <ul style="list-style-type: none"> • Resources Directorate Plan |

| | |
|---|--|
| <ul style="list-style-type: none"> • Strategy and Performance including, Public Sector Partnerships • Change Programme • Equalities • Legal and democratic services | |
|---|--|

Next steps

- 5.8 A number of Budget Fair meetings have been scheduled during November in order to provide people with the opportunity to hear about the Council's financial plans for the next four years. There will be an opportunity to ask questions and feed into the discussions on the budget proposals. Further details about these events can be found here: <http://www.bathnes.gov.uk/services/your-council-and-democracy/budgets-and-spending/budget-fair-consultation-2014>
- 5.9 Following this, Cabinet will consider the feedback received and prepare the Directorate Plans for final consideration at the January PDS meetings (before being presented to Cabinet and Council for agreement in February 2016).

6 RATIONALE

- 6.1 The Council is required to set a budget which identifies how its financial resources are to be allocated and utilised.
- 6.2 The attached draft Resources Directorate Plan sets out the context and process for the directorate's service and financial planning.

7 OTHER OPTIONS CONSIDERED

- 7.1 The Directorate Plans set out a package of options that reflect the Council's Corporate Strategy, and its overarching visions and values.

8 CONSULTATION

- 8.1 The Directorate Plans flow from the Corporate Strategy which was developed in consultation with Cabinet and Council officers. They also build on our 2020 vision which was developed in consultation with the Council, NHS, police, local businesses, fire service and voluntary sector.
- 8.2 Council meetings have been held with officers and cabinet members during the development of these directorate plans. Five Budget Fair meetings have also been scheduled during November in order to give partners, stakeholders and members of the public the opportunity to consider and give feedback on the range of proposals included within the plans.

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 | Andrew Pate, Strategic Director Resources / Helen Edelstyn, Strategy and Plan Manager (01225 477951) |
| Background papers | <p>4th November 2015 Cabinet report: B&NES Corporate Strategy 2016-2020</p> <ul style="list-style-type: none"> • http://democracy.bathnes.gov.uk/documents/s38764/E2779%20Corporate%20Strategy%20cover%20report.pdf • http://democracy.bathnes.gov.uk/documents/s38765/E2779zAppendix%201%20-%20BNES%20Corporate%20Strategy%202016-2020.pdf |
| Please contact the report author if you need to access this report in an alternative format | |

Bath and North East Somerset Council - Resources Directorate Plan 2016/17 to 2019/20

Introduction

This plan sets out the future direction of the Resources Directorate over the next 3 years. Legal & Democratic Services have been included within the Directorate for convenience. The Resources Directorate is one of three Directorates in the Council.

It is intended that the plan will be reviewed annually over the next 3 years. The plan contains a greater level of detail for year one. The detail for the following years will be developed as Council policy develops and will take into account consultation about the services affected. There will be a staged approach to consultation.

These plans will be considered by PDS panels in November 2015 having been developed on behalf of the Cabinet, and will inform the 2016/17 budget setting process.

PART ONE – CORPORATE OVERVIEW

Strategic context

The Bath and North East Somerset 2020 vision sets out our overarching aspirations for the future including good health and wellbeing, economic growth, financial sustainability, an effective transport system and an efficient, well run Council. The vision was developed in partnership with the NHS, police, local business, education, the fire service and the voluntary sector.

‘Bath and North East Somerset will be internationally renowned as a beautifully inventive and 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’

We are already making good progress in working towards this vision. We are a national leader in the integration of health and social care services for both adults and children and our relationship with the NHS continues to grow. Educational outcomes are good at every level and GCSE and local unemployment is low at less than five per cent. Our Connecting Families programme, working with vulnerable families, is one of the most successful in the country and the Roman Baths is one of the top most visited heritage sites in the UK.

However, we know that we need to do even more in order to be financially sustainable and deliver high quality services into the future. The landscape for public services continues to change and over the next four years we will need to adapt to accommodate the needs of a

growing local population, reduced funding from central government and new legislation that will change the way we deliver some services.

These changes, coupled with an increasing demand for many services means that we need to transform the way we deliver some services, whilst holding onto our commitment to excellence. We have identified four corporate priorities for achieving this as we move towards our 2020 vision:

- A strong economy and growth
- A focus on prevention
- A new relationship with customers and communities
- An efficient business

If we get this right we will be able to continue to provide exemplary public services for local residents.

Financial Context

The previous Resource Plan covered the 3 year period of 2013/14 – 2015/16 and was in line with the existing Council budget priorities and policy framework.

Since the national and local elections in May 2015 the Government has not provided any detailed information on local government funding beyond 31 March 2016. This was not a part of the Chancellor's Emergency Budget Statement on 8 July 2015. However, the Chancellor is set to announce the national Spending Review in November leading to the Financial Settlement for Local Government sometime just before Christmas 2015.

We therefore cannot be certain about local government funding from 2016/17 onwards, although we can expect the financial challenge facing the public sector to continue throughout the period of this parliament from 2016/17 to 2019/20. The more recently announced national proposals about 100% business rates retention will not necessarily improve the financial standing of the Council as the benefits may be offset but other changes. Nevertheless it is clear that there will be an even greater positive financial incentive for local economic growth.

Whilst the scale and speed of funding reductions are not yet clear, there are a number of factors which we can identify that will impact on our funding going forwards:

- Continuing reductions in the national control total for local government funding – we assume this will be around 40% over the next four years with an element of front loading.
- A significant increase in employer's national insurance contributions to fund the new national pension arrangements – equivalent to £2.4M in 2016/17 in cash terms.

- The ongoing impact of new legislation including the Care Act 2014 and the cost of adult social care.
- The need to provide for future pay inflation.
- The potential impact of changes to interest rates and the revenue cost of meeting the Council's full borrowing requirement.
- The level of inflationary and demographic cost pressures.

The initial Financial Planning work to look at the future scale of this financial challenge for the Council originally estimated that the likely savings, or additional income required, would be around £38M for this 4-year period. The position has been reviewed in light of both local and national decisions and announcements resulting in a reduction in the estimated financial planning target to just over £30M. Given the scale of savings already achieved in the current Medium Term Financial Plan and Budget, it is likely that future savings will require some prioritised changes to Council services.

As part of this, the decision of Council to make a contribution of £1.5 million from reserves to meet an on-going revenue budget gap in the 2015/16 budget has been addressed during the current financial year. It is too early to accurately predict the full financial impact of the Government's Spending Review and related financial risks, although these have been assessed and may give rise to further savings requirements.

A rigorous process is being applied to support the development of the Council budget and medium term financial planning process going forwards, including a review of both the Council's revenue budgets and the current Approved Capital Programme.

The Cabinet will therefore seek to put in place these new Directorate Plans to establish a new Medium Term Financial Plan to cover the four years from 2016/17 to 2019/20 and will consider a range of options to make savings, explore new models of service delivery, deliver innovation and efficiency, and generate additional income.

A Strategic Review has been taking place to do just this, covering the four strategic priorities. The Review considers spending across the Council to ensure efficiency savings and income generation opportunities are maximised ahead of reductions to Council services. The outputs from this review are reflected in the Directorate Plans.

The specific financial aspects of the proposals for this Directorate are set out in Appendix 4 – Finance & Resource Impacts.

PART TWO – DIRECTORATE PLAN

Directorate summary

The Resources Directorate led by the Strategic Director – Resources provides:

- A strategic lead for Council in terms of: strategic partnerships, understanding of needs, customer insights, communications, organisational development, resource planning, budget and Council Tax setting, policy development and scrutiny reviews, equalities plus community engagement and sustainability initiatives.
- A delivery lead: for customer contact through all channels including One Stop Shops and libraries, registrars, Council Connect, plus through the web and social media.
- A delivery lead: for Council Tax and Business Rates collection, Housing Benefits, commercial and corporate property estates, and major capital projects, plus trading services including community meals, school meals, cleaning and printing.
- A range of internal support services including: transactional and advice services for HR, health and safety, finance, procurement, audit and assurance, ICT plus facilities management and property transactions.

The Directorate has 4 divisions with each led by a Divisional Director. A chart summarising the functions in each division is attached. It also shows which Cabinet portfolio holder and Policy Development and Scrutiny Panel they report to.

In addition the Directorate manages:

- The Avon Pension Fund which supports over 200 employers and 95,000 members including the 4 Unitary Councils, academy schools, further and higher education, the fire authority, town & parish councils, community admission bodies and transferee admission bodies in the West of England.
- West of England office and LEP 'accountable body' functions including employment of the lead staff, the commercial investment and grant giving functions (RIF, RGF etc.) and the City Deal economic development fund.

Legal & Democratic services, including elections, are outside of the Directorate and report to the Chief Executive. The Resources Department works closely with these services and the Head of Service attends the Resources Management Team.

The Directorate has led various change and efficiency programmes including: 10 in 100 organisational development, workplaces and flexible working, new ICT strategy and systems rationalisation, service reviews and Customers First initiative, think local procurement strategy, and rationalisation of management arrangements. Some shared service arrangements have also been established such as for research, payroll and audit, but also the One Stop Shops are shared with other local public services and voluntary organisations.

There has been a strong emphasis on savings and increased income, and the Directorate has delivered - through its own budgets or corporate budgets under its stewardship - over 50% of the Council's total savings over the last 3 years. The Directorate's own budgets reduced by 20% over that period. This has been achieved through extra income and efficiencies, a new treasury management strategy, simpler processes, better use of ICT and greater centralisation of some support arrangements. The services in Resources now all benchmark well with other Councils, with the exception of libraries, which remains more expensive than the average.

Main report: Directorate intentions

The next four years will be challenging but will provide some opportunities. The Directorate's strategic intentions are set below against the Council's 4 corporate priorities:

- **A strong economy and growth**

We will:

- Manage the finances and investment process for the City Deal on behalf of the West of England (WoE), which is allowing us to keep 100% of growth in business rates in the Enterprise Area - and each of the other 3 Unitary Authorities (UAs) to do the same in the equivalent Enterprise Areas and Zone.
- Collaborate with the 3 other UAs to develop a further devolution proposal with an appropriate "payment by results" mechanism to reward the participating Councils (with protection from risk for B&NES depending on the level of participation) in infrastructure projects designed to stimulate economic growth and provision of housing.
- Continue to support regeneration initiatives by providing timely advice, and by continuing to successfully manage the commercial estate (which includes about half of the retail estate in Bath city centre, is one of the most successful retail destinations in the country, and has a gross rental income that benefits the Council and is set to rise to £16M over the life of the plan).
- Complete the marketing and letting of the new retail units in the Civic Centre development in Keynsham which is already acting as a catalyst for confidence and further development in the area.

- **A focus on prevention**

We will:

- Support the financial aspects of the Care Act and the Your Care Your Way programme especially provision of financial support and implementation of new ICT.
- Continue to invest in sustainable energy initiatives including Energy @ Home to provide insulation and energy saving measures (partly funded by Government grant), plus sustainable energy projects in partnership with Bath & West Community Energy.
- Inform local planning policy on sustainability issues, develop a new sustainability strategy and possibly create a local energy tariff. Also reduced energy use in council buildings and reduced staff travel by further embedding flexible working practices.
- Carry out the One Council Reviews programme in collaboration with the relevant service and department, using "lean systems thinking" principles, which encourage prevention of

demand plus a greater focus on priorities, and introducing a digital approach with customer self-service wherever this makes sense.

- Continue to work closely with the DWP on welfare reform and provide free access to the internet and training in libraries, including for those that can't access Government services online at home.
- Continue to work with the Police on local community safety initiatives.
- Continue to operate the emergency planning service and integrate even more strongly with the Police who will use the control room plus locate their front of office staff in the Council One Stop Shops.

- **A new relationship with customers and communities**

We will:

- Lead the Connecting Communities initiative, which is helping services to focus on what communities most need, partnership working with parishes, but also enabling communities to do more for themselves.
- Provide advice and information through an integrated approach using the One Stop Shops and libraries, but also working closely with the Connecting Families initiative and supporting DWP and welfare reform.
- Review delivery roles such as for libraries so through a community led approach the role of libraries can be broadened so they become community hubs whilst also achieving necessary savings.
- Integrate the Registrars function into Customer Services and also develop further related income generation opportunities.
- Align schools meals service with the changing needs of schools, and in the case of community meals, the changes to service provision that emerge from the Your Care Your Way consultation.
- Continue to support community asset transfers where this can be achieved without excessive cost the Council and where community benefits clearly arise.
- Review the local Council Tax support scheme for 2017/18 to achieve greater simplicity, better targeting of support, and alignment with changes arising from Welfare Reform.

- **An efficient business**

We will:

- Reduce net Resources budgets by at least a further 15% and wherever possible this will be achieved through additional income or efficiencies that don't adversely affect the quality of support services, or front line services.
- Push for greater Income generating initiatives to achieve these net savings, such as through the commercial estate, sustainable energy initiatives, and through the creation of a new property company to deliver housing.
- Review commissioning intentions across the Council to identify opportunities to focus on key objectives and achieve economies.
- Provide organisational development to support the changing needs of the Council.
- Deliver further efficiencies by extending and renewing the existing efficiency programmes.

- Carry out the One Council Reviews programme in collaboration with the relevant service and department, using “lean systems thinking” principles, which encourage prevention of customer demand plus a greater focus on priorities, and introducing a digital approach with customer self-service wherever this makes sense
- Develop the governance arrangements for the Avon Pension Fund which from July 2015 has been accountable through its committee to a new independent Pensions Board.
- Explore options for combining the investments of the various Local Authority pension funds in the South West (the Avon fund has approximately £3Bn of investments).
- Explore further opportunities to collaborate better with other public sector partners.

This means the Directorate plan will contribute fully to the corporate drive for a strong economy and growth, better prevention, new relationships with customers and communities, and an effective business.

The work that will continue for the LEP and the lead role for the financial arrangements for the economic development fund within City Deal supports the drive for growth. There will also be a push for Business Rates maximisation with more rigorous checks to ensure all income entitlements are identified and collected.

Risk

Capacity will be stretched, not least because substantial management savings have already been taken, but the ambition to achieve excellence remains, by meeting the financial challenge with minimal reduction in service outcomes.

There will be a requirement for investment in the proposed income generating opportunities. There is an interest rate risk until the borrowing is locked into longer term fixed rates. A new LA company structure will be required to minimise the trading risks.

As services are better targeted, equalities issues need to be considered. As more digital services are used those that require other methods of communication need to be protected.

There is always the risk that efficiency savings will in future be hard to deliver, but targets have been reviewed to reflect the existing levels of efficiency, and opportunities seen elsewhere in the public sector.

Performance Management

Key performance measures will include;

- Council Tax and Business Rates collection levels
- Profitability of new and existing income generating ventures
- Customer satisfaction (internal and external) and public opinion surveys
- Delivery of capital and other projects to agreed targets

- Various compliance indicators such as external audit opinion
- Achievement of various operational targets
- Delivery of Directorate plan

This Directorate is largely free of national performance indicator targets.

PART THREE: DIRECTORATE RESOURCE PLAN

The Directorate's financial strategy is to deliver the changes set out in the previous section in accordance with the budget summary, impact statement, and capital programme attached.

The lead role for finance is carried out within this Directorate by the Divisional Director for Business Support, who is the S151 officer, and responsible for the corporate finance strategy.

In terms of workforce it is expected that the number of posts will remain relatively constant and there will be a shift in skills requirements towards commercial skills. Partnerships with external commercial organisations, especially in finance, will be developed to support this. For capital project delivery external expertise will continue to be bought in to enable a flexible approach and to minimise overheads.

The property needs of the whole Council will continue to be reviewed and flexible working will be further developed to help provide better integrated services, and enable key partners to be accommodated. The main opportunities to rationalise the corporate estate (mainly offices) have already been taken. Further integration with health may provide opportunities as the Your Care Your Way initiative progresses.

Appendices

1. Summary of functions of each Resources Division
2. Directorate budget summary (headline numbers)
3. Draft Capital Programme 2016/17 to 2019/20
4. Finance & Resource Impacts

Strategic Director Resources, Andrew Pate

Business Support

Chief Finance Officer

Tim Richens

Finance

Pensions

Payroll & People Services

ICT

Procurement

Internal Audit, Risk & Assurance

Information Governance

Revolving Infrastructure & Regional Growth Funds

Customer Services

Ian Savigar

Council Connect (MV)

Libraries (MV)

Council Tax

Business Rates

Council Tax Support (Benefits)

Welfare Reform

Emergency Planning & Business Continuity

Strategy & Performance

David Trethewey

Policy Co-ordination (TW)

Public Service Partnerships (TW)

Connecting Communities (MV)

Communications (TW)

Performance Management (TW)

Human Resources

Health & Safety

Equalities

Sustainability (MV)

Property & Project Delivery

Derek Quilter

Capital project delivery-several major schemes (Cabinet)

Property Maintenance delivery

Programme & project support

Commercial Estate

Corporate Estate

Facilities Management

Asset Management & Property Transactions

Print, cleaning & catering traded services

Key:

Resources PDS Panel remit except where coloured grey

Portfolio holder Charles Gerrish except where indicated otherwise.

NB Legal and Democratic Services also falls within Resources PDS remit.

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Appendix 2

Resources including Legal & Democratic Services - Analysis of Headline Numbers

| Service | 2015-16 | | | | 2016-17 Budget | | | |
|--|----------------|-----------------------------|---------------------|---------------------|-----------------|------------------|----------------|----------------|
| | Gross £'000 | One off changes £'000 | Net Budget £'000 | Net Budget £'000 | Growth £'000 | Savings £'000 | Gross £'000 | Net £'000 |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Customer Services | 6,505 | | 3,869 | 3,869 | 51 | (120) | 6,437 | 3,800 |
| Customer Services | 4,892 | | 2,394 | 2,394 | 38 | (120) | 4,810 | 2,311 |
| Libraries & Information | 1,808 | | 1,670 | 1,670 | 14 | | 1,822 | 1,684 |
| Hsg / Council Tax Benefits Subsidy | (195) | | (195) | (195) | | | (195) | (195) |
| | | | | | | | | |
| Business Support | 10,939 | (279) | 7,750 | 7,470 | 183 | (300) | 10,822 | 7,353 |
| Information Technology | 5,160 | (115) | 4,248 | 4,133 | 104 | (280) | 4,984 | 3,957 |
| Business Financial & Pensions | 2,052 | | 1,503 | 1,503 | 35 | | 2,087 | 1,538 |
| Corporate Finance | 513 | | 264 | 264 | 2 | | 515 | 266 |
| Service Finance | 1,633 | | 719 | 719 | 33 | | 1,667 | 753 |
| Audit, Risk & Assurance Services | 1,325 | (164) | 871 | 706 | 10 | (20) | 1,315 | 696 |
| Procurement | 255 | | 145 | 145 | | | 255 | 145 |
| | | | | | | | | |
| Property & Project Delivery | 17,540 | 200 | (6,619) | (6,419) | 238 | (980) | 16,797 | (7,162) |
| Corporate Estate | 6,291 | 258 | 4,681 | 4,939 | 175 | (330) | 6,135 | 4,783 |
| Commercial Estate | 2,000 | (58) | (14,093) | (14,151) | | (450) | 1,550 | (14,601) |
| Property & Project Delivery Teams | 4,510 | | 2,905 | 2,905 | 39 | (200) | 4,349 | 2,745 |
| Print | 360 | | (52) | (52) | 1 | | 361 | (51) |
| Catering | 3,639 | | 28 | 28 | 17 | | 3,656 | 45 |
| Cleaning | 740 | | (88) | (88) | 6 | | 746 | (82) |
| | | | | | | | | |
| Strategy & Performance | 5,171 | (256) | 3,422 | 3,166 | 37 | | 5,209 | 3,204 |
| Community Services | 1,842 | (256) | 1,525 | 1,269 | | | 1,842 | 1,269 |
| Corporate Services | 1,410 | | 1,333 | 1,333 | 37 | | 1,448 | 1,370 |
| Human Resources | 1,919 | | 565 | 565 | | | 1,919 | 565 |
| | | | | | | | | |
| Legal & Democratic Services | 3,439 | (220) | 1,678 | 1,458 | 4 | | 3,443 | 1,462 |
| Legal Services | 1,444 | | (258) | (258) | 4 | | 1,448 | (255) |
| Democratic Services | 1,994 | (220) | 1,936 | 1,716 | | | 1,994 | 1,716 |
| | | | | | | | | |
| | | | | | | | | |
| Total for Resources Cashlimits only | 43,594 | (555) | 10,099 | 9,544 | 513 | (1,400) | 42,707 | 8,657 |

| | | | | |
|---|------------|----------------|--|--|
| Corporate Items | | | | |
| Additional Business Rate Collection (Improved Tax Base) | | (250) | | |
| Service Supported Borrowing | | (1,000) | | |
| Parish Grants - Local Council Tax Support Scheme | | (41) | | |
| Total Corporate Items | | (1,291) | | |
| | | | | |
| Grand Total | 513 | (2,691) | | |

| 2016/17 DIRECTORATE PLAN GROWTH ASSUMPTIONS | | 16/17 Inflation £'000 |
|---|--|-----------------------------|
| Pay costs - 1% per annum; inclusive of any incremental increases & Members Allowances | | 223 |
| Inflation & contracts - Super inflation on Utilities | | 146 |
| Business rates inflation | | 29 |
| IT supply chain | | 85 |
| Insurance Premium Tax | | 30 |
| TOTAL GROWTH | | 513 |

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Appendix 3 – Draft Capital Programme 2016/17 – 2019/20

1. Existing Programme Items

| Project Title | Cost | | | Total 5 Year Funding | | | Comments |
|---------------------------------------|-----------------|-----------------|-------------------|-----------------------------|--------------------------|---------------------------|---------------------------------------|
| | Total 2016/2017 | 2017/18 Onwards | Total 5 Year Cost | Borrowing/ Capital Receipts | Grants/ External Funding | RIF / Development Funding | |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| Property Services | | | | | | | |
| Full Approval | | | | | | | |
| Roseberry Place | 10 | 0 | 10 | 10 | 0 | | |
| 1 - 3 James Street West | 15 | 0 | 15 | 15 | 0 | | |
| | | | | | | | |
| Provisional Approval | | | | | | | |
| Corporate Estate Planned Maintenance | 1,357 | 4,071 | 5,428 | 5,428 | 0 | | Annual detailed Project Plan Required |
| Council Property Equality Act Works | 100 | 300 | 400 | 400 | 0 | | Annual detailed Project Plan Required |
| Disposals Programme (Minor) | 100 | 300 | 400 | 400 | 0 | | Annual detailed Project Plan Required |
| | | | | | | | |
| Sub Total - Property Services | 1,582 | 4,671 | 6,253 | 6,253 | 0 | 0 | |
| | | | | | | | |
| Support Services | | | | | | | |
| Full Approval | | | | | | | |
| Desktop As a Service - VDI Technology | 0 | 225 | 225 | 225 | 0 | | |
| | | | | | | | |
| Sub Total - Support Services | 0 | 225 | 225 | 225 | 0 | 0 | |
| | | | | | | | |
| TOTAL RESOURCES | 1,582 | 4,896 | 6,478 | 6,478 | 0 | 0 | |

2. New & Emerging Items

| Project Title | Cost | | | Total 5 Year Funding | | | Comments |
|---|-----------------|-----------------|-------------------|-----------------------------|--------------------------|---------------------------|--|
| | Total 2016/2017 | 2017/18 Onwards | Total 5 Year Cost | Borrowing/ Capital Receipts | Grants/ External Funding | RIF / Development Funding | |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| Property Services | | | | | | | |
| New/Emerging Schemes | | | | | | | |
| Commercial Estate Investment | 5,000 | 10,000 | 15,000 | 15,000 | 0 | | Business Case & detailed project plan required |
| Property Company Investment | 4,893 | 15,107 | 20,000 | 20,000 | 0 | | Business Case & detailed project plan required |
| Print Services - Equipment Investment | 300 | 0 | 300 | 300 | 0 | | Business Case & detailed project plan required |
| Sub Total - Property Services | 10,193 | 25,107 | 35,300 | 35,300 | 0 | 0 | |
| Support Services | | | | | | | |
| New/Emerging Schemes | | | | | | | |
| Communications Hub | 156 | 20 | 176 | 100 | 76 | | Business Case & detailed project plan required |
| Sub Total - Support Services | 156 | 20 | 176 | 100 | 76 | 0 | |
| Strategy & Performance | | | | | | | |
| New/Emerging Schemes | | | | | | | |
| Energy Services Investment | 750 | 2,250 | 3,000 | 3,000 | 0 | | Business Case & detailed project plan required |
| Sub Total - Strategy & Performance | 750 | 2,250 | 3,000 | 3,000 | 0 | 0 | |
| TOTAL NEW & EMERGING ITEMS | 11,099 | 27,377 | 38,476 | 38,400 | 76 | 0 | |

Bath and North East Somerset Council

Resources Directorate Plan - 2016/17 to 2019/20

Finance & Resource Impacts

This appendix sets out the proposals for which there are specific financial, staff or property implications. The focus is on 2016/17 but indicative headline amounts are set out for future years.

2016/17

| |
|------------------------|
| Type of Service Change |
|------------------------|

1. Income Generating Opportunities – Resources

| |
|----------|
| Proposal |
|----------|

- Create a new Property Company to provide market rate housing to rent on council owned land, vacant accommodation above shops, and also using housing properties returning to the Council as a result of the housing transfer agreement with Curo (mainly flats above shops).
- Develop opportunities to extend the Energy @ Home initiative and to potentially link this with a local energy tariff which provides greater local choice, a local return for the Council and better prices including for those on energy meters.
- Invest in energy saving projects in the community that generate a guaranteed financial return, either directly, or through the Council's partner Bath & West Community Energy.
- Research opportunities for additional initiatives, such as district heating, and the creation of an energy company.
- Develop increased income from the Commercial Estate by continuing to invest in higher returning assets, rent reviews, disinvestment in lower returning assets, and also reducing the revenue impact of borrowing by the creation of capital receipts.
- Enhance the role of the CCTV service and the communications hub to support a wider selection of partners but also moving the entire service onto a self-financing basis.
- Continue to benefit from the profit share agreement with Bath Thermae Spa.
- Develop the internal audit partnership with North Somerset and hosted by B&NES to include other local authorities and public sector partners, then to create a trading company.
- Benefit from the third tier of growth achieved by City Deal across the WoE if it achieves above the target levels expected for the Economic Development fund and the £0.5Bn expected to accrue to that fund over the area from increased business rates (additional locally retained share) over 25 years (as agreed with government).

Financial Targets – Net Savings – Reduced Costs & Extra Income

| Resources Targets – Net Recurring Savings | 2016/17 | 2017/18 | 2018/19 | 2019/20 | Total |
|--|------------|-------------|------------|------------|-------------|
| | £000's | £000's | £000's | £000's | £000's |
| Property company | 75 | 225 | 150 | 200 | 650 |
| Energy | | 90 | 10 | 75 | 175 |
| Commercial Estate | 375 | 375 | 375 | 125 | 1250 |
| CCTV | 50 | 200 | 50 | 50 | 350 |
| Thermae Spa profit share | | 150 | | | 150 |
| Internal Audit | 20 | 20 | 20 | 20 | 80 |
| City Deal | | 45 | 80 | 60 | 185 |
| | 520 | 1105 | 685 | 530 | 2840 |

Impact

- Each of the above initiatives will complement existing Council policies and strategies and increase the impact of the relevant services whilst also achieving a return.
- A detailed business plan is being developed for each of these and will include staffing impacts as well as legal issues and proposals for the management of risk. Equalities issues will also be considered.
- The Property Company to deliver housing will also need to comply with Council policies for the creation of affordable homes arising from planning policy for new developments, and aspects of the company operations will need to be in partnership with expert agents and advisers.
- The City Deal already has provision for an income share if the targets for the creation of business rates for the economic development fund are exceeded.

Investment required

- The Property Company to deliver market rate housing is expected to require up to £20M of capital investment but each investment will require its own business case. The set up cost for the company is already covered in the 2015/16 budget.
- The energy initiatives may require up to £3M of capital investment and again each investment will require its own business case. In addition £100K of revenue is estimated to be required to set up the various investments and joint ventures with appropriate due diligence.
- The commercial estate is estimated to require £15M of capital investment and a small annual sum for external advice to support the investment strategy.
- The CCTV service is estimated to require a revenue investment of up to £ 100K to establish and develop the business case and possibly create a company structure, plus market and

develop the service. Some limited capital costs of £100K are anticipated to improve monitoring equipment and networks.

- The Thermae Spa profit share is already established and grows as income grows. The recent acquisition of the Spa by YTL is enabling a growth in this income.
- The internal audit company is the next stage of development after the initial partnership has grown to include one or more additional partners. Discussions are taking place initially at a West of England level. The company will probably not be up and running until 2017/18.
- City Deal capital investments are dealt with as part of the Place Directorate Plan as those schemes that impact on B&NES are infrastructure and regeneration schemes such as investment in flood prevention and the development of the Bath Enterprise Area. These investments are funded by the Economic Development fund. That fund already exists, grows as business rates grow, and on behalf of the WoE and the LEP, is operated by Resources in B&NES.

| Resources – Capital Investment to Enable Savings | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|---|----------------|----------------|----------------|----------------|
| | £000's | £000's | £000's | £000's |
| Property Company | 5000 | 7500 | 7500 | |
| Energy | 750 | 750 | 750 | 750 |
| Commercial Estate | 5000 | 5000 | 5000 | |
| CCTV | 100 | | | |
| Total | 10850 | 13250 | 13250 | 750 |

| Resources – One Off Revenue Investment to Enable Savings | 2016/17 |
|---|----------------|
| | £000's |
| Property company (already funded) | 0 |
| Energy | 100 |
| Commercial Estate | 25 |
| CCTV | 100 |
| | |
| | 225 |

Type of Service Change

2. Efficiencies – An effective Business - Resources

Proposal – 2016/17 items only

- Achieve reduced operating costs by continuing to reduce the corporate estate where assets become redundant or can be consolidated. Limited notional target as Workplaces has delivered the big savings already. £50K additional savings.
- Reallocate costs to capital in Property & Project Delivery to align more closely with Council wide approach. £100K. Reduced PP&D staffing following recent management restructure £100K saving.
- Align the Welfare Support and Connecting Families programmes and develop payments by results proposal for DWP support. £70K saving.
- Reduce ICT staff resources following successful insourcing and establishment of new staff structures and ways of working. £280K saving. If trading opportunities arise for ICT including additional support for local partners this could be an alternative.
- Generating additional business rates income by greater due diligence and investigation of tax base noting that this now directly impacts on the Council. £250K income (increasing to £500k in the following year).

Impact

- Each of the above protects services and potentially improves them. No staffing impacts expected.

Investment required

- Only of existing staff time to design new processes supported by the One Council Review method and team which requires project by project funding. To allow for the latter an initial notional allocation of £250K has been made which, depending on its level of success, may need to be repeated throughout this 4 year programme.
- An allocation of £200K is required to initiate work on consultation and service redesign that will occur in future years
- An allocation of £200k is required to fund the additional work on business rates income generation. This may need to be repeated in future years depending on the level of success.

Type of Service Change

3. Refinancing – Resources

Proposal – 2016/17 items only

- Refinancing the element of the workplaces programme funded from the invest to save element of the general reserve, thereby removing the need for a payback and replacing this with an early release of the annual direct property related savings. £280K initially which will be repeated in the following financial year.
- Develop new approach to borrowing avoiding service recharges and replacing this with corporate approach. £1M net saving.
- Phasing out Parish Grants which were introduced to provide transitional relief for Parish Councils following the replacement of Council Tax Benefits with Council Tax Support. £42K saving and other amounts over the next 3 years.

Impact

- The workplaces refinancing requires the use of earmarked reserves of £ 2.23m to permanently remove the payback requirement. The project has already successfully achieved its main objectives and is almost complete. This is simply a financing change.
- The new approach to financing capital spend has a short term but recurring benefit and requires a disciplined approach to capital approvals that fully recognises revenue implications. The change does not affect the Council's exposure to interest rate changes which remains in the medium term.

Investment required

- No new investment required for this set of changes just the use of £2.23m earmarked reserves to refinance an element of Workplaces as above.

| |
|-------------------------------|
| Type of Service Change |
|-------------------------------|

4. Service Redesign – Resources

| |
|-----------------|
| Proposal |
|-----------------|

- There are no proposals for 2016/17.

| |
|---------------|
| Impact |
|---------------|

- nil

| |
|----------------------------|
| Investment required |
|----------------------------|

- nil

Service redesign will follow the Corporate Strategy principles and focus on delivering: stronger economy and growth, better prevention, new relationships with customers and communities, and an effective business. In the Resources Directorate plan, to enable time for design and consultation, this category of change starts later in the programme as set out below.

Summary – 2016/17

| Resources – Revenue – Recurring Net Savings Targets - Summary | 2016/17 |
|---|-------------|
| | £000's |
| Income Generating Opportunities | 520 |
| Efficiencies | 850 |
| Refinancing | 1321 |
| Service Redesign | 0 |
| | |
| Total | 2691 |

| Resources – Capital Investment to Enable Savings | 2016/17 |
|---|--------------|
| | £000's |
| Income Generating Opportunities | 10850 |
| Efficiencies | 0 |
| Refinancing | 0 |
| Service Redesign | 0 |
| | |
| Total | 10850 |

| Resources – One Off Revenue Investment to Enable Savings | 2016/17 |
|---|------------|
| | £000's |
| Income Generating Opportunities | 225 |
| Efficiencies | 650 |
| Refinancing * | 0 |
| Service Redesign | 0 |
| | |
| Total | 875 |

Note* - The refinancing of Workplaces requires the allocation of £2.23m of earmarked reserves rather than waiting for the revenue payback to accumulate at a rate that has already been established and would take six years.

Revenue severance costs arising from less staff have not yet been calculated. The approach which is generally to increase income, and not reduce service levels, will in any case minimise these costs.

Capital projects **not** linked to the achievement of recurring revenue savings **do not** appear in this appendix. This appendix only summarises the capital spend linked to the above income-generating invest to save type proposals.

Summary - 2017/18 to 2019/20

Targets have been established for the following 3 years broken down into broad headings and to be refined following;

- Further consultation
- Development of business cases

| Resources - Revenue - Recurring Savings Targets | 2017/18 | 2018/19 | 2019/20 |
|--|----------------|----------------|----------------|
| | £000's | £000's | £000's |
| Income Generating Opportunities | 1105 | 685 | 530 |
| Efficiencies | 650 | 250 | 200 |
| Refinancing | 338 | 41 | 41 |
| Service Redesign | 170 | 100 | 800 |
| | | | |
| Totals | 2263 | 1076 | 1571 |

The levels of capital and revenue investment in future years will be established in the light of consultation on proposals for future years. It is not possible to estimate all of these until more work has been done on the right solutions with appropriate internal and public consultation. Sufficient balances will need to be available set aside in reserves to enable this.

The Directorate Plan sets out the other areas that will need to be considered to achieve the above savings targets.

- Council Tax Support scheme
- Libraries and their role in local communities alongside their role as a place where public agencies can combine including through a mobile presence
- Development of digital services and platforms so that the public can better self-serve with mediated help where required
- Progression from Housing Benefits administration to working with the DWP on Universal Credits linked to integrated advice and support
- Payroll & HR following roll out of new system (which is shared with North Somerset)
- Further internal integration of income and debt transactional services
- Improvements to commissioning to evolve the Think Local strategy
- Business partnering to make best use of external professional support and achieve better value for money by achieving a mix better designed for the future needs of the Council

Service redesign will follow the Corporate Strategy principles and focus on delivering: stronger economy and growth, better prevention, new relationships with customers and communities, and an effective business.

| Bath & North East Somerset Council | |
|---|--|
| MEETING: | Resources Policy Development and Scrutiny Panel |
| MEETING DATE: | 25 November 2015 |
| TITLE: | Bath and North East Somerset Council Corporate Strategy 2016-20 |
| WARD: | All |
| AN OPEN PUBLIC ITEM | |
| List of attachments to this report: | |
| Appendix 1: Draft Bath and North East Somerset Council Corporate Strategy 2016-20 | |

1 THE ISSUE

- 1.1 This report introduces the draft Bath and North East Somerset Council Corporate Strategy 2016-20 for consideration and discussion.

2 RECOMMENDATION

Resources PDS is asked to:

- 2.1 Consider the draft Bath and North East Somerset Council Corporate Strategy 2016-20.
- 2.2 Note the timetable for further development and formal adoption of the Strategy.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 3.1 The Corporate Strategy will provide the context for the medium term financial strategy. More detailed information on resource allocation and savings will be added once it had passed through the Council's decision making process (the four year medium term financial strategy will be considered by Council in February 2016).
- 3.2 More broadly, the Corporate Strategy will form a key consideration in the allocation of Council resources particularly as part of the annual budget process.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 The Corporate Strategy is the Council's overarching strategic plan and forms a key part of the Policy and Budget Framework in the Council's constitution. It is not a legal requirement to produce a Corporate Strategy; however, it is an essential communication tool and will provide a clear framework for officers and members to work within. It will outline the key priorities of the Council and help to guide decisions around investment and projects.

5 THE REPORT

- 5.1 Attached is the Council's draft Corporate Strategy 2016-2020. It sets out the 2020 beautifully inventive vision and our direction of travel over the next 4 years.
- 5.2 If agreed by Council in February 2016 the Corporate Strategy will become the overarching framework for Council business until 2020. It will also set out our financial strategy over the same period.
- 5.3 The Corporate Strategy is not intended to capture everything that the Council does nor does it include the detail of our work and projects. That is the role of the Directorate and Service plans which will flow from the Corporate Strategy.

Directorate Plans

- 5.4 New Directorate Plans will flow from the Corporate Strategy and set out both the strategic and financial ambitions of each Directorate.

5.5 TIMETABLE

| Task | Date |
|---|-------------|
| Consultation with PDS on Directorate Plans | November |
| Consultation with Area Forums on Directorate Plans | November |
| Corporate Strategy and Directorate Plans to Cabinet | 7 December |
| Consultation with PDS on Directorate Plans | January |
| Corporate Strategy and Directorate Plans (with appendices and 4 year settlement) to Cabinet | 10 February |
| Corporate Strategy and Directorate Plans (with appendices and 4 year settlement) to Council | 16 February |

6 RATIONALE

- 6.1 The Corporate Strategy will help to communicate the corporate priorities of the Council and will also set out our financial strategy over the same period. It will bring together our 2020 vision and the key political commitments agreed by Cabinet – further developing the corporate narrative and articulating our strategic direction for the future through four corporate priorities.

7 OTHER OPTIONS CONSIDERED

- 7.1 None.

8 CONSULTATION

- 8.1 The Strategy builds on our 2020 vision which was developed in consultation with the Council, NHS, police, local business, fire service and the voluntary sector. The four priorities set out in the Strategy are shaped by and build on the key areas of focus adopted by Cabinet at their meeting on 8 July 2015.

9 RISK MANAGEMENT

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

| | |
|--|-------------------------------|
| Contact person | Helen Edelstyn (01225 477951) |
| Background papers | |
| Please contact the report author if you need to access this report in an alternative format | |

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2020 vision

Bath and North East Somerset, a beautifully inventive place

'Bath and North East Somerset will be internationally renowned as a beautifully inventive and 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'

FOREWORD - Leader

Bath and North East Somerset is a beautiful and historic place at the heart of South West England, and in the spring of 2015 I had the privilege of being elected Leader of the Council.

I believe that we need a financially sustainable, well run Council. Our residents deserve it, so that they have the best opportunities for themselves and their families; and so that we create an extraordinary legacy for future generations.

Over the next four years I want to lead an area where there is good quality housing that local people can afford, where our roads, cycle and pedestrian routes help people to 'get moving', where health is better and older people can live safe independent lives, where educational attainment is good for all of our children and young people and where we produce steady improvements in economic growth generating more jobs for local people. To achieve these aspirations, I set out 3 aims and 6 areas in our manifesto 'Putting Residents First' that I would like the Council to focus on over the next four years. These are:

Aims:

- A Council which is efficient and well-run
- A Council which invests in the future
- A Council which puts the interests of residents first

6 areas of focus:

- Tackle wasteful spending
- Improve local transport
- New homes and jobs
- Invest in our young people
- Cleaner, greener and healthier communities
- Greater choice and independence for older people

You will see references to these areas throughout this Corporate Strategy and the Directorate delivery plans that flow from it.

However, like most Councils throughout the country, we face an unprecedented financial challenge. Reduced funding from central government coupled with increasing demand for many services means that we need to transform the way we deliver some services, whilst holding on to our commitment to excellence.

I am fully committed to addressing the challenges we face. Together with my Cabinet, I remain ambitious about the promises we have made. We will continue to do more for less and look for innovative ways of investing in the things that matter most to our residents.

Alongside senior Council officers, I have agreed the priorities for the next four years and we are passionately behind them. We have a great opportunity to get this right and this Corporate Strategy sets out how.

Cllr Tim Warren
Leader of Bath and North East Somerset Council

“Our ambition is a council which is efficient and well run, invests in the future and puts the interests of residents first in everything it does”

FOREWORD – CEO

With a gross budget of over £320 million and around 2,500 employees, Bath and North East Somerset Council provides and commissions hundreds of services to local residents from social care to street cleaning. It serves a part of the west of England stretching from Bath to the Chew Valley, and covering both urban and rural neighbourhoods.

Over the past four years we have seen significant change – population growth, new legislation and a reducing budget have all meant changes to the way we work and deliver services. Not only have we adapted well; we have been innovative and made progress too, ensuring that we deliver high quality services that matter most to our local communities. 66% of the population are satisfied with the way we run things (up 16% since 2011).

We have seen public health responsibilities successfully transfer to the council and welcomed the opportunity for greater local leadership and involvement in public health programmes. We have also built on our strong history of partnership between the Council and NHS which has led to the integration of many local health and social care services.

We have made important changes to the way we work as an organisation. Our One Stop Shops give residents the option of face-to-face contact with a wide range of services, including housing advice and the police. We are also beginning to embrace digital media seen through our new and improved website, use of Twitter and webcasting; helping people engage with the decisions we make.

Importantly, we have been able to make significant savings of £32 million through developing these efficiencies and new ways of working. This is making a real difference and is helping us to protect front-line services which residents have told us matter most to them.

There is further change to come. Our population continues to grow, the money we receive from central Government will continue to decrease and we will need to respond to Government on issues such as devolution and housing growth.

There will be less public money to deliver public services and so we need to make every penny count. These challenging times will require reforms to services and strong Council leadership to bring partners together to deliver new and innovative ways of doing things that also save us money.

Fortunately there is consensus in Bath and North East Somerset on what a better future should be. The purpose of this document is to explain our future agenda so that we can make our case to local people and Government. It will set out how investment in our vision and priorities will help us drive the improvements we would like to make. We know, as a Council, we need to focus on the following areas over the next four years:

- A strong economy and growth
- A focus on prevention
- A new relationship with customers and communities
- An efficient business

This will allow us to shape our business so that we are able to deliver the Cabinet's 6 manifesto commitments: tackling wasteful spending, new homes and jobs, improve local transport, investing in young people, cleaner, green and healthier communities and independence for older people.

If we get this right, not only will we be able to continue to provide exemplary public services for local people but we can help our partners to do likewise. We have a great opportunity to build on our progress and deliver our 2020 vision for the area.

Jo Farrar

Chief Executive of Bath and North East Somerset Council

"We have a great opportunity to shape ourselves for the future – to deliver our ambitious vision for Bath and North East Somerset through building on our successes and delivering new and innovative ways of doing things"

The Corporate Strategy

2020 vision

'Bath and North East Somerset will be internationally renowned as a beautifully inventive and 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'

The Bath and North East Somerset 2020 vision sets out our aspirations for the future including good health and wellbeing, economic growth, financial sustainability, an effective transport system and an efficient, well run Council. The vision was developed in partnership with the NHS, police, local business, education, the fire service and the voluntary sector. The purpose of this document is to set out how the Council will play its part.

The Strategy is not intended to capture everything that the Council does. Nor is it a blueprint detailing precisely how we will go about delivering our work and projects. That is the role of more detailed work plans that flow from and into this document. But it does set out the Councils key priorities and programmes over the medium term.

| Corporate Strategy priorities | 'Putting Residents First' manifesto commitments |
|---|--|
| A strong economy and growth | Improve transport New homes and jobs Cleaner, greener and healthier communities |
| A focus on prevention | Invest in our young people Greater choice and independence for older people Cleaner, greener and healthier communities |
| A new relationship with customers and communities | Cleaner, greener and healthier communities |
| An efficient business | Tackling wasteful spending |

The Strategy is structured by four sections:

- Section one The case for change
- Section two Our future agenda
- Section three Creating the future
- Section four Our financial strategy 2016 - 2019

Life in Bath and North East Somerset

Key facts and figures

Our communities are happy

..and want to get involved

Between 2014 and 2024 our area will grow both in population and in housing terms...



from 180,500 to 199,500 - **↑11%**



from 77,600 to 87,100 - **↑12%**

90%



Are satisfied with the area as a place to live

65%



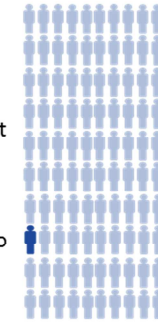
Are satisfied with how the council runs things



Just under 8/10 residents would like to be **more involved** in local decision making

1 in 5 residents want to transact with us online

Less than 1 in 100 do now



♂=81 ♀=85

Life expectancy is high compared to national and regional rates

But... Life expectancy gaps of over 8 years (and increasing) exist for men living in different parts of B&NES

Just 5 stops on a local bus route

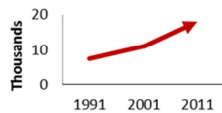


"Beautifully Inventive"

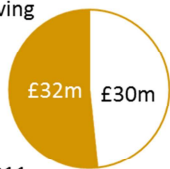
9,000 more jobs in the Bath City enterprise area by 2030

1,238 Technical & scientific professional businesses. Largest sector in the area

10,000 more users of local railway stations between 1991 and 2011



We are already efficient, already saving



but we need to find a further **£30m** by 2017

since 2011....



By 2020, summers could be 25% drier and winters 16% wetter

We have already seen three major landslips in three years

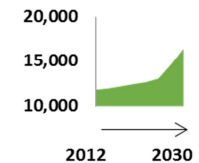


Amongst our most vulnerable children, 7 out of 10 have families which experience:

- domestic abuse,
- mental-ill health, or
- substance misuse

Or a combination of the three

By 2030 **5,000** more people aged 65+ will be unable to manage at least one self-care activity on their own



A strong economy and growth **Customers and Communities**
An efficient business **A focus on prevention**

Find out more...
www.bathnes.gov.uk/jsna

SECTION ONE – THE CASE FOR CHANGE

Over the past four years we have made progress and responded well to change. We are a national leader in the integration of health and social care services for both adults and children and our relationship with the NHS continues to grow. Educational outcomes are good at every level and local unemployment is low at less than five per cent. Our Connecting Families programme, working with vulnerable families, is one of the most successful in the country and the Roman Baths is one of the top most visited heritage sites in the UK.

We have significantly reduced the amount of money we spend. £32 million has been saved through efficiencies and changing the way we work, whilst overall satisfaction rates with the Council have gone up.

Despite this, the landscape for public services will continue to change. Over the next four years we will need to adapt to a growing local population, even less public money and new legislation that will change the way we deliver some services. At the same time we will need to do even more, with less, to deliver excellent local services.

Some of the changes facing us:

Changing local population

Our population continues to grow. In the next 4 years there will be 10,950 more people living in Bath and North East Somerset. There will be an additional 2,807 residents aged 65 and over, and 469 more young people (aged 15-24); in part due to the expansion of our 2 renowned universities.

Population growth is positive, but brings with it some particular challenges. From an economic perspective, population growth is generally good news where it increases the productive capacity of the local economy. It also improves tax revenues and helps to balance an aging population. However it will put pressure on existing infrastructure such as transport, housing and school places.

As the number of people aged over 65 increases, the rates and complexity of more acute conditions including heart disease and dementia also rises. This will mean that we will need to think differently about how we provide some services, especially adult health and social care, in order to help people to continue to live independent and fulfilled lives.

The UK performs poorly on several health conditions compared to our European peers including coronary heart disease, stroke and lung cancer. Whilst rates of some of these are comparatively low in Bath and North East Somerset, we can still do more to tackle the underlying risk factors of these conditions and help people to be healthy by stopping smoking, being more active, drinking less alcohol and managing diet and weight.

Healthy lifestyles

Inequality exists in Bath and North East Somerset. Needs assessments show that inequalities exist in different geographical areas, communities, social and economic groups in Bath and North East Somerset; life expectancy for men varies by 9 years along the stops of the 20C bus route in Bath. People living in Twerton have a lower life expectancy than those who live just five bus stops away. There is also

a difference in educational attainment between our more disadvantaged and affluent pupils and we need to do more to narrow this.

Finance

There are likely to be long term pressures on public sector spending until at least 2020. The medium term financial plan to 2015/16 delivered £32 million savings but it is estimated at least a further £30 million will need to be found in the next four years.

To meet this challenge, we will need to continue to change the way we work including reducing our office space, targeting our services to those most in need and exploring new ways of delivering services including shared and commercial services.

The economy

The Bath and North East Somerset economy has made good progress since the 2008 economic downturn. Local unemployment is low and our workforce is skilled and knowledgeable. However, our economy is not as productive as it could be. Average productivity per employee is £41,600 compared to £42,400 nationally. This not only means that we earn less, but we also bring less money into our local economy.

Raising our business productivity is key to increasing our wages and improving our standard of living. For this reason, our focus over the next four years will be to boost high-skilled, better paid jobs by actively promoting business growth - especially growth of higher value businesses such as creative and IT – and promoting training and development.

Transport

Despite improvements in the last few years, there are still challenges facing Bath and North East Somerset and its transport system. Many of our roads, particularly within Bath, market towns and villages, were not designed for the volume and size of vehicles we see today. In addition, parts of the area suffer from poor air quality caused by too much congestion. There is a need to improve our local transport system so that people can get around safely be it on foot or by bike, car, bus or train.

Legislation

Legislative reform – such as the Care Act (which seeks to give people a greater say over their own care) and the Children’s and Families Act (which aims to improve services for vulnerable children and families) – will change the way we think about and deliver some services. Ongoing changes in the education landscape following the Academies Act will also mean that we need to continue to change the way we work with schools.

In addition, the Government continues to consider further devolution to local Councils. The devolution of greater powers, which may include aspects of transport, housing and finance, presents us with opportunities. We will need to ensure that we negotiate with Government to get the best deal for Bath and North East Somerset.

“We need to invest in our transport infrastructure to cut traffic, improve public transport and get Bath and North East Somerset moving”

Climate change

Climate change poses significant challenges for the area. Changing weather patterns, severe weather events and pressures around energy supply mean that we will need to consider different choices in how we live our lives.

Making homes more energy efficient and investing in local renewable energy is important to achieving our carbon reduction target and to tackling fuel poverty. Our challenge is to help local people and communities reduce carbon emissions and promote more environmentally-sustainable lifestyles.

The rest of this Corporate Strategy sets out our response to this change and what the future will look like.

Our local environment

Bath and North East Somerset has a high quality environment with a wealth of important assets; this includes Bath World Heritage Site, two areas of Outstanding Natural Beauty, the highest concentration of listed buildings outside of central London, ecology of international importance and a range of conservation areas. These important assets provide many benefits for residents, visitors and businesses supporting both health & wellbeing and economic growth. It is essential that in its aspirations for improvement, the Council stewards these assets for existing and future generations.

“We are committed to addressing both the causes and effects of climate change in Bath and North East Somerset”

SECTION TWO – OUR FUTURE AGENDA

The changes that we face mean that we need to continue to work differently to be financially sustainable and deliver high quality services into the future.

We have made good progress. We are building an organisation of talented and committed staff - that have embraced change and saved us money - whilst continuing to deliver excellent local services. This has put us in a good position to lead further innovation and to negotiate with Government on matters such as devolution which can bring economic, political and social benefits to local communities. We have already secured the City Deal which will allow us – and our regional partners – to keep 100 per cent of business rate growth.

However, we have not fully harnessed our potential. There is still more we can do to help people to live well (preventing ill-health), to support and grow local businesses, to involve people in new ways of delivering local services and to create an efficient business. These four areas form our priorities as we move towards our 2020 vision.

A strong economy and growth

Our economic strategy, developed in partnership with education and local business, sets out the steps we need to take to create the right conditions for local economic growth. Our approach will be to regenerate business districts, create new modern office space, support the transition to a low carbon economy, work with others to address the issues of worklessness and open up opportunities for local residents who find the greatest difficulty in entering the labour market.

Working in partnership with the West of England Local Enterprise Partnership (LEP) our underlying ambition is to foster growth and to increase the number of new local jobs by around 10,500 and homes by around 13,000 by 2030. This will require a focus on protecting manufacturing, whilst increasing employment in certain sectors such as creative and digital.

We will seek to raise our business productivity and increase our below average earnings by focusing on a number of local business strengths such as creative industries, professional financial and business services, information technology and software development, tourism, retail, health and wellbeing and environmental and low carbon.

Our growth in some of these areas has been strong (this includes our information and communication, creative and digital, environmental and low carbon industries). We need to continue to support this growth by creating the conditions that meet business needs, from sustainable low carbon office space to new homes and good schools, as these have the potential to turn our economy around.

The development of Bath City Riverside Enterprise Area will be one of our biggest opportunities to create the right conditions for business growth in the City's centre. It has the potential to accommodate up to 9,000 new jobs and 3,400 homes. New employment will focus on Bath's business strengths including the creative industries and software development. Overall the Enterprise Area has the potential to increase the value of the Bath economy by £620 million.

A recent survey of businesses found that one of their top priorities was access to a superfast broadband connection. This is particularly important for growth in information and communications, creative and digital sectors. We are working to make sure that the whole of Bath and North East Somerset is well connected as well as leading a programme to deliver ultra-fast broadband in Bath City Riverside Enterprise Area and the City Centre.

Bath is also a World Heritage Site, an international tourist destination and a regional shopping centre. Tourists currently spend £375 million a year in Bath, supporting 8,700 local jobs. A strong visitor economy is a part of the wider Bath economy and to the continuing success of a broad and diverse retail sector. We will continue to invest in the Roman Baths to ensure it continues to be a top tourist destination in the UK, World Heritage Site and Educational Centre of excellence with Lottery funding.

Whilst Bath is the economic driver for the area, the market towns of Keynsham and the Somer Valley also make a significant contribution with 16,600 jobs, just over 20 per cent of total employment. Recent factory closures including Cadbury in Keynsham have led to job losses. However, investment in regeneration schemes such as Keynsham and Radstock town centres is supporting recovery. The redevelopment of Keynsham civic centre has provided new modern office space, community facilities and retail space.

If Bath and North East Somerset is to continue to grow and compete successfully in the regional economy, we have to develop a local workforce equipped with the range of skills needed to support local business growth.

It is difficult for adults with lower level qualifications to improve this later in life, so it is crucial to get it right first time. We are working with schools to improve careers advice and guidance, employability and vocational training, entrepreneurship and self-employment. We are also using our position to encourage the higher education sector to work with businesses, to help our talented young people stay in the area and find local jobs.

Addressing low skills levels, confidence and work readiness is an important part of tackling worklessness. We are developing a package of engagement and support to help people enter training or work.

As the economy and population grow, the demand for housing and other community facilities, such as schools and GP surgeries, will increase too. House prices in Bath and North East Somerset are already higher than the national average and a housing shortage will push up prices and rents making it even more unaffordable for some. New homes and community facilities must be built to meet our growing housing need for all parts of the local population. Our Core Strategy sets out a plan for 13,000 new homes by 2029, as well as a commitment to high quality local environments and a good quality of life for all.

We will also need a transport system that connects people to jobs and allows people, goods and services to move easily within and throughout Bath and North East Somerset. We are developing a suite of Transport Strategies to ensure that we meet these growth needs; our plans include improvements to walking (we would like to make Bath one of the UKs most walkable cities), the expansion of Bath's Park and Ride sites, managing congestion by investing in roads and traffic management, providing better cycling options and supporting major improvements in the rail network through both the electrification programme and the Metro West scheme.

If we can achieve this economic growth we estimate we will increase the value of the Bath and North East Somerset economy by £3 billion.

“We will build on our economic strengths and realise the potential of the Bath City Riverside Area to establish B&NES as a world-class 21st century centre of imagination and inventiveness”

A focus on prevention

Over the next four years we will increasingly need to invest in a range of new approaches that enable people to live well and independently, that are personalised and support choice, that help people to be safe and that prevent or delay the onset of ill health. We will also need to act to address the impacts of climate change.

For many years the focus has been on caring for people when they are ill rather than on keeping them healthy. Changes in our local population – people are living longer with more complex conditions, some of which are avoidable – means that this is no longer financially sustainable. We need to rebalance our health and social care services by helping people to be healthier for longer and avoid or delay the onset of disease. This approach is key to ensuring our services can respond well to our aging population.

We are starting to make the shift towards a more preventative, person centred approach that helps people to help themselves. We are investing in care models that support people to be more informed and involved in their own care. Our ‘Wellbeing College’, which supports mental wellbeing, is a good example of this.

We will continue to proactively lead the integration of local health and social care services. This will reduce service fragmentation, simplify access and referral routes and support better outcomes.

We will continue to work to reduce rates of coronary heart disease, stroke and lung cancers by helping people to make healthy lifestyle choices. Our Fit for Life Strategy support this through investment in good quality sports and leisure facilities such as the major refurbishment of Bath Sports and Leisure Centre and new facilities planned for Keynsham.

As our population continues to both grow and age, we will re-shape services to enable older people to continue to live well. This will include supporting local health and social care providers to develop new services that address the changing needs of our population.

Keeping children and adults safe from harm will continue to be central to our vision. In partnership with the police and NHS and other local partners we will ensure that our response to safeguarding remains strong and effective.

We will continue to invest in our Connecting Families programme, our response to troubled families. This programme has received national praise for its work to support families improve their overall life chances.

Access to education can be a transforming experience, supporting employment and a route out of poverty. We will continue to support and challenge all schools to ensure that every child and young person receives a high quality education. Ambition for all children from the academically most able to those with special educational needs (SEN) and disabilities is key to achieving the best outcomes and preparing them for civic and working life.

If we can continue to help people to live well, we will strengthen the long term financial sustainability of our services, which in time will reduce or stabilise the demand on more costly interventions.

“We will support people to live well, be healthy and remain independent for longer – keeping people out of hospital and making our area a great place to walk, cycle and be active”

A new relationship with customers and communities

We want to make sure that residents' views and needs are at the heart of everything that we do. Sometimes in the past we have delivered services with limited engagement with local people. We want to change this. Over the next four years we will do even more to deliver good value services at the standards local residents expect and we will be clear about what we can and cannot provide.

There are many different ways that we engage with local residents, groups and businesses to understand what they expect and need from us. This includes service specific consultations, conversations with ward Councillors and surveys reaching out to all of our communities. The responses that we get and the things that people tell us help to shape and improve the way services are delivered.

Through our Connecting Communities programme we are working with the Police, housing providers, the NHS and Parish Councils so that we have 'one conversation' about the things that matter most to local people. It also helps us to work together and develop a joined up response, tailor-made to meet the needs of the local community.

Community Forums have been set up in the Somer Valley, Keynsham, the Chew Valley and Bathavon under the Connecting Communities programme. In the autumn of 2015 we launched the Bath City Forum; this has meant that for the first time the whole of Bath and North East Somerset has a clear, common engagement framework at the local level.

Local residents, businesses and voluntary groups often have an incredible amount of energy and capacity to get involved in shaping and improving their local communities. Nearly nine out of ten people want to help out more in their local area and we can already see examples of this through initiatives such as our network of snow wardens, community involvement in libraries and a programme our children and young people are undertaking to tackle homophobia, biphobia and transphobia. We need to build on this enthusiasm and commitment for community volunteering and support more residents to get involved.

We want to make it simpler for residents to access the information they need and transact with the Council 24 hours a day, 7 days a week. We are beginning to do this. We have made a range of Council services available online including payments, service reporting and feedback. We will continue to invest in digital technology, making even more services online.

Face to face contact will continue to be delivered through our innovative One Stop Shops. These spaces will enable local residents to engage with a range of different services, from the Councils housing advice service to the local police. We are also harnessing the opportunities of modern technologies such as Twitter, online consultations and webcasting of Council meetings to improve the transparency of the decisions we make.

By strengthening our focus on residents and using their insight to develop and deliver improvements, we will in turn provide good value services at the standards people expect. Effective community engagement has never been more important.

"The needs of our local residents should be central to everything we are doing as an organisation"

An efficient business

Over the last four years we have reduced the amount of money we spend. We have saved on expensive office space, launched new corporate initiatives which are improving the way we work and adapted well to the challenge of increased demand for services in the context of reducing budgets.

Yet we still need to do more to deliver the savings required. This includes learning, where relevant, from the private sector and looking for new and innovative ways to increase our income. We are already considering the potential of new business initiatives such as a property development company to deliver housing and buying additional commercial estate that will bring in extra revenue.

We are reviewing the way we do things so that we make the most of new technologies, learn from the best and listen to the ideas from our staff and residents about where we can work differently and more efficiently. A good example of this is a project looking into how we can deliver a better energy deal for communities and businesses in the area; this should help reduce energy costs for residents, keep the energy business local, and promote renewable energy whilst generating revenue as well.

We face a significant financial challenge during the next four years and we will be working proactively to maximise these efficiencies and business opportunities ahead of reductions to Council services. We will do all of this whilst retaining our core values as a council - committed to protecting the most vulnerable and delivering quality services for our local residents across Bath and North East Somerset.

Our One Council approach is already acting as an important catalyst for the changes we need to make and is a core part of the way we operate. It reflects our approach towards us working together better as a single organisation, so that we are less focused on individual service areas, to a more integrated structure which enables us to share, support and learn from each other as well as deliver a seamless service to our local residents.

The One Council approach nurtures creativity and innovation through schemes such as the 10-in-100 programme. This programme supports staff to solve problems and improve the way we work and deliver services. We are also continuing to change the way we work through our Workplaces programme. This programme is reducing office accommodation and investing in technology which will enable us to work better and more efficiently. In turn this will reduce the overall amount of money we spend.

We know that we cannot deliver our 2020 vision in isolation and that we need to make the most of our position as a strong local leader to bring our partners – new and established – together and build on our good foundations. We are developing an active and committed Public Services Board, a local partnership of key public sector leaders, which is working towards a One Public Sector approach, and delivering demonstrable benefits for Bath and North East Somerset.

If we can transform the way we work internally to create efficiencies and provide strong local leadership with our partners to encourage collaboration, the result will be a far better future for Bath and North East Somerset.

“We face significant change in the years ahead and we need to plan proactively to protect the services that matter most to our local residents and to make the most of new opportunities and ways of doing things”

SECTION THREE – CREATING THE FUTURE

DIRECTORATE PLANS

The Council is organised into three Directorates: People, Place and Resources. This section sets out some of the things the Directorates are doing to deliver our 2020 vision.

A strong economy and growth

We will:

- Deliver the Bath City Riverside Enterprise Area Masterplan including the generation of 1650 jobs and 920 homes
- Continue to deliver the Core Strategy and Placemaking Plan proposals for Bath, Keynsham, the Somer Valley and the rural areas including the delivery of employment space, housing sites and other town developments
- Manage the City Deal on behalf of the West of England, which is allowing us to keep 100% of growth in business rates in the Enterprise Area
- Continue to roll out Broadband across the district
- Deliver the Core Strategy targets for jobs and infrastructure for Bath and North East Somerset, including the delivery of 3,600 new homes by 2019/20
- Improve transport through the delivery of transport strategies for Keynsham, Chew and Somer Valleys
- Collaborate with the 3 West of England Unitary Authorities to develop further devolution proposals designed to stimulate economic growth and provision of housing
- Complete the marketing and letting of the new retail units in the Keynsham Civic Centre development which is acting as a catalyst for confidence and further development in the area
- Continue to challenge and support schools to promote progression and attainment and ensure that young people leave education with an aptitude for study and training and with good employability skills
- Continue our nationally recognised Connecting Families programme to support workless families to gain training and employment with a view to permanent entry to the employment market
- Continue to target those young people most at risk of becoming NEET so that we support them into education, training or employment and prevent long term unemployment and dependency
- Continue to secure education, training and employment opportunities for our Care Leavers so that we maintain good outcomes into adulthood
- Commission specialist skills and employment support for those adults less able to access the employment market due to ill health or disability.

A focus on prevention

We will:

- Continue to challenge learning settings to promote educational excellence for all children
- Continue the development of our Local Safeguarding Children's Board and children's safeguarding functions so that we have robust and effective systems in place to protect children
- Review our services for children and young people most likely to become Looked After particularly those aged 12-15 years to improve outcomes
- Implement a new, fully integrated Community Services model for community health and care services across B&NES resulting from the Your Care Your Way consultation with communities, partners and providers
- Develop and implement an Older People Five Year Strategy which goes beyond health, care and housing to encompass all of the services which impact upon older people's lives
- Re-provide a B&NES Mental Health Unit which combines specialist acute mental health, dementia assessment and treatment wards so that we develop a provision which is "future-proofed" and able to deliver high quality in-patient care for acute mental illness and dementia
- Continue the development of our Local Safeguarding Adults Board and our adult safeguarding functions so that we have robust effective systems in place to protect adults
- Continue to work closely with the Department for Work and Pensions (DWP) on welfare reform and provide free access to the internet and training in libraries
- Continue to work with the Police on local community safety initiatives
- Support the financial aspects of the Care Act and the Your Care Your Way programme especially provision of financial support and implementation of new ICT
- Continue to invest in sustainable energy initiatives including Energy @ Home to provide insulation and energy saving measures (partly funded by Government grant) plus sustainable energy projects in partnership with Bath & West Community Energy
- Inform local planning policy on sustainability issues, develop a new sustainability strategy and possibly create a local energy tariff. Also reduce energy use in council buildings and reduce staff travel by embedding flexible working practices
- Carry out the One Council Reviews programme in collaboration with the relevant service and department, using "lean systems thinking" principles, which encourage prevention of demand plus a greater focus on priorities, and introducing a digital approach with customer self-service wherever this makes sense
- Continue to operate the emergency planning service and integrate even more strongly with the Police who will use the control room plus locate their front of office staff in the Council One Stop Shops

- Work with partners to develop and support sustainable and affordable housing solutions for those who are homeless or in need and deliver 720 affordable homes by March 2019
- Improve air quality through the development of air quality action plans for Keynsham, Salford and Bath by March 2016
- Achieve a 1% year on year increase in participation in physical activity through the delivery of the 'Fit for Life' Active Living Strategy
- Enhance our leisure facilities with a new leisure provider improving Bath's leisure centre by December 2017 and a new centre for Keynsham by March 2019.

A new relationship with customers and communities

We will:

- Lead the Connecting Communities initiative which is helping services to focus on what communities most need, partnership working with parishes, but also enabling communities to do more for themselves
- Provide advice and information through an integrated approach using the One Stop Shops and libraries
- Continue to support community asset transfers where this can be achieved without excessive cost to the Council and where community benefits clearly arise
- Review the local Council Tax support scheme for 2017/18 to achieve greater simplicity, better targeting of support, and alignment with changes arising from Welfare Reform
- Continue to develop feedback and engagement systems with service users so that the voice of children, young people, adults and families influences our practice and provision
- Review children's social care services to determine if we can develop new models of working which build upon our success in Connecting Families, strengthen early help and reduce reliance on "statutorily-based" interventions
- Continue to develop Personalisation, Person-Centred planning and personal budgets to enable individuals and families to take control of their health and care
- Deliver the B&NES Waste and the West of England Waste Strategies, including the redesign of the waste collection service by November 2017.
- Work with Parish Council's communities and key partners to deliver and adopt Neighbourhood Plans by December 2015 and Placemaking Plans by December 2016.

An efficient business

We will:

- Reduce net budgets by at least a further 15% and wherever possible this will be achieved through additional income or efficiencies that don't adversely affect the quality of support services or front line services
- Push for greater income generating initiatives to achieve savings, such as through the commercial estate, sustainable energy initiatives, and through the creation of a new property company to deliver housing
- Review commissioning intentions across the Council to identify opportunities to focus on key objectives and achieve economies
- Carry out the One Council Reviews programme which encourage prevention of customer demand and a greater focus on priorities
- Introduce a digital approach with customer self-service wherever this makes sense
- Explore further opportunities to collaborate better with other public sector partners.

Key performance indicators and milestones will be set out within more detailed Directorate Plans. We will use these indicators and milestones to track the delivery of our 2020 vision.

SECTION FOUR – FOUR YEAR FINANCIAL STRATEGY

The previous Medium Term Service and Resource Plans covered the 3 year period of 2013/14 – 2015/16 and were in line with both budget priorities and the Council’s policy framework.

Since the national and local elections in May 2015 the Government has not provided any information on local government funding beyond 31 March 2016, although the Chancellor announced an Emergency Budget Statement on 8 July 2015. This will be followed by a Spending Review leading to the Financial Settlement for Local Government around Christmas 2015.

We therefore cannot be certain about local government funding from 2016/17 onwards, although we can expect the financial challenge facing the public sector to continue throughout the period of the next parliament from 2016/17 to 2019/20.

Whilst the scale and speed of funding reductions are not yet clear, there are a number of factors which we can identify that will impact on our funding going forwards:

- Continuing reductions in the national control total for local government funding – we assume this will be around 40% over the next four years with an element of front loading.
- A significant increase in employer’s national insurance contributions to fund the new national pension arrangements – equivalent to £2.4M in cash terms.
- The ongoing impact of new legislation including the Care Act 2014 and the cost of adult social care.
- The need to provide for future pay inflation.
- The potential impact of changes to interest rates and the revenue cost of meeting the Council’s full borrowing requirement.
- The level of inflationary and demographic cost pressures.

The initial Financial Planning work to look at the future scale of this financial challenge for the Council originally estimated that the likely savings, or additional income required, would be around £38M for this 4-year period. The position has been reviewed in light of both local and national decisions and announcements resulting in a reduction in the estimated financial planning target to just over £30M. Given the scale of savings already achieved in the current Medium Term Financial Plan and Budget, it is likely that future savings will require some prioritised changes to Council services.

As part of this, the decision of Council to make a contribution of £1.5 million from reserves to meet an on-going revenue budget gap in the 2015/16 budget has been addressed during the current financial year.

It is too early to accurately predict the full financial impact of the Government’s Spending Review and related financial risks, although these have been assessed and may give rise to further savings requirements.

A rigorous process is being applied to support the development of the Council budget and medium term financial planning process going forwards, including a review of both the Council’s revenue budgets and the current Approved Capital Programme.

The Cabinet will therefore seek to put in place new Directorate Plans setting out a new Medium Term Financial Plan to cover the four years from 2016/17 to 2019/20 and will consider a range of options to make savings, explore new models of service delivery, deliver innovation and efficiency, and generate additional income.

A Strategic Review is taking place to do just this, covering the four strategic priorities:

- A strong economy and growth
- A focus on prevention
- A new relationship with customers and the community
- An effective business

The Review considers spending across the Council to ensure efficiency savings and income generation opportunities are maximised ahead of reductions to Council services.

| Bath & North East Somerset Council | | |
|---|--|-----------------------------------|
| MEETING: | Resources Policy Development & Scrutiny Panel | |
| MEETING: | 25th November 2015 | EXECUTIVE FORWARD PLAN REFERENCE: |
| | | E 9999 |
| TITLE: | Review of 2014/15 Annual Performance Report | |
| WARD: | All | |
| AN OPEN PUBLIC ITEM | | |
| List of attachments to this report: | | |
| 2014/15 Annual Performance Report | | |

1 THE ISSUE

- 1.1 This report invites the Resources Panel to consider the 2014/15 Annual Performance Report.

2 RECOMMENDATION

The Panel is asked to:

- 2.1 Review the Annual Report and suggest any changes that may help ensure this document continues to improve and provide useful information the public.
- 2.2 Raise any issues that may need to be considered as part of the 2016/17 service planning and performance reporting, noting that the Directorate Plans provide the context for this.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 3.1 No resource implications.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 No specific statutory considerations.

5 THE REPORT

Context and Design

- 5.1 The Annual Report is a public facing report intended to provide residents and customers with a balanced snapshot of performance over the year across the whole Council.
- 5.2 The Report was drafted during a transitional period for the Council. It is shaped by the new public service vision and the four overarching priorities in the draft Corporate Strategy, which were under discussion when the Annual Report was being written.
- 5.3 The content is primarily derived from the 2014/15 Service Delivery Programme, which reports progress against the key priorities in the Service Plans. Hyperlinks and explanatory footnotes throughout the report provide the reader with access to additional information.

Performance

- 5.4 The 2014/15 Annual Report celebrates many instances of good and positive performance. Highlights include:
- ➔ Village Agents scheme “highly commended” in the 2014 MJ Achievement Awards.
 - ➔ Roman Baths won Best Large Visitor Attraction in the South West Tourism Excellence Awards.
 - ➔ Highest performing Council in the South West for GCSE results and in the top 20% of councils nationally.
 - ➔ 1st out of 47 local authorities in the annual Stonewall Education Equality Index.
 - ➔ Outstanding Achievement award for our work in environmental sustainability in the West of England Carbon Challenge (WECC) Awards.
 - ➔ 771 new affordable homes have been delivered since April 2011, exceeding our 4 year target to deliver 610 new affordable homes by 2015.
 - ➔ Phase one of the troubled families initiative completed seven months ahead of schedule with positive outcomes achieved for 215 families.
- 5.5 To ensure we deliver a balanced view of performance, the Report also includes areas where we have not performed as well as we would like or where we have failed to achieve a key performance target. Reasons for poorer performance are provided within the Report together with a brief explanation.

Future Reports

5.6 Paragraph 5.4 of the Resources PDS cover report for the Resources Directorate Plan 2016-2020 states:

“The Council will be undertaking a corporate approach to Performance Management in order that we can understand how we are delivering on our commitments. Performance management will be against the 4 corporate priorities (a focus on prevention, a strong economy and growth, a new relationship with customers and communities and an efficient business) as well as the outcomes in the Directorate Plans.”

We are in the process of refreshing the Corporate Performance Framework in line with the above paragraph. This will include how we report performance and to whom, and will consider both quarterly and annual reporting.

6 RATIONALE

6.1 It is recommended by the Governments transparency code that the Council published performance information to its residents.

6.2 The Council will need to be able to report on the delivery of its new Corporate Strategy and Directorate plans.

7 OTHER OPTIONS CONSIDERED

7.1 None at this time.

8 CONSULTATION

8.1 The Annual Performance Plan was developed in conjunction with Strategic and Divisional Directors and approved by Strategic Management Team.

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>Steve Harman - Strategic Performance Manager, 07530 263207</i> |
| Background papers | <i>Hard copies of the Annual Report have been sent to Panel Members.</i> |
| Please contact the report author if you need to access this report in an alternative format | |

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ANNUAL PERFORMANCE REPORT 2014/15



BATH & NORTH EAST SOMERSET
THE PLACE TO LIVE, WORK AND VISIT

Preface annual performance report

Welcome to our 2014/15 annual performance report

This report provides a snapshot of our progress for the last 12 months as well as demonstrating our aspiration to become increasingly customer and community focused. It is an opportunity to set out some of the challenges we face in putting people first.

We work with local businesses to support the delivery of new jobs. We step up support to help communities grow and assist in providing services that will enable them to do more for themselves. And continue to support vulnerable individuals that need our help.

Although we have delivered 80% of our commitments and lead the nation in our approach in a number of key areas from joining up health and social care to supporting children in care and adoption, we recognise that a lot more needs to be done.

A Strong Economy
We are working hard to build a strong economy. Despite exceeding our targets for more affordable houses (77) during the last 4 years and making excellent progress, there still remains an eleven fold difference between the average salary and the average cost of a home. This is a real challenge and one of the administration's priorities.

We remain a strong partner in the West of England and as a result the region has been awarded over £86m to accelerate economic growth and create over 9,000 jobs in our area. Major regeneration schemes are either underway or planned across the area including Radstock, Keynsham and Bath Quay's. This growth is part of our longer term economic strategy to increase the value of our economy by £3 billion by 2029.

An integral part of this is to improve the transportation network for the whole of the area. We are committed to deliver our long term aspiration for a new park and ride to the East of Bath as part of an integrated approach to transport and we are giving local people a genuine say on a range of options. Over the next 12 months we will also see improvements to bus services including the 370 to Bristol route and better bus stops between Keynsham and Paulton.

A Focus on Prevention

Although satisfaction with life in the area is high and we provide many nationally recognised services, there still remain significant differences in life expectancy depending where you live. To address this we have agreed a Joint Health and Wellbeing Strategy which sets out a three

pronged approach: helping people to stay healthy, improving the quality of people's lives and creating fairer life chances.

We will be prioritising the very successful Connecting Families service – as a direct result of this children are back in school, youth crime is down and parents are of benefits and in work.

Our focus will be on preventative services to support people to stay well for longer, particularly the elderly. Over 3,000 people have benefited from a scheme jointly run by Sirona to help people live healthier lives. We have introduced a new approach to safeguard vulnerable people and our village agents have helped older people in the Chew valley area.

We remain among the best for adoption of children and 96% of our secondary schools are either good or outstanding.

A new relationship with Customers and Communities

I am delighted that Connecting Communities Forums are now operating in much of the rural areas of North East Somerset. These Forums are working to improve local issues such as rural transport - giving local people a real stake in their own communities. As a result of cross party working we have recently established a new Bath City Forum to encourage greater collaboration in the City.

Our Community Alcohol Partnership in Midsomer Norton goes from strength to strength. Working with local traders and Street Marshalls we have seen a 17% reduction in anti-social behaviour. There are now 61 Community safety zones helping people feel safer in their own neighbourhoods.

We continue to support a wide range of community challenge events where volunteers work in the community. Almost 240 volunteers from local businesses took part with many agreeing to continue to support these community initiatives.

An Efficient Business

We are all aware that there are long term pressures on the public finances so if we are to ensure we can deliver what is needed, we need to operate as an efficient business.

We are committed to establishing a long term financial plan for the Council, protecting high priority front line services whilst helping the vulnerable and continuing to invest in the future.

I am pleased to be able to report that specific savings of over £10m have already been found but a lot more needs to be found to balance the books. To do this we are continuing to explore shared services and shared procurement, reduce bureaucracy as well as introducing new technologies to reduce costs whilst improving customer service. The report demonstrates how the Council's One Stop Shops – which have been a huge success – epitomise this approach.

We will deliver what we promise and give local people a genuine say in the key issues that affect local families.

Dr Jo Farrar

Chief Executive of Bath & North East Somerset Council

Summary of the Year

Last year we introduced our new vision for public service which builds on the solid foundations we've already put in place to ensure our residents and customers come first while overcoming our challenges to make Bath & North East Somerset the place to live, work and visit.



Four corporate priorities provide the driving force behind our new vision and help shape the services we deliver and how we deliver them...



A Strong Economy and Growth



A Focus on Prevention



A New Relationship with Customers and Communities



An Efficient Business

...underpinned by our behaviours to:
#onecouncil

- O**nly promise what we can deliver
- N**urture creativity and innovation and achieve
- E**xcellence in everything we do

and supported by our revised Customer Care Standards.

A Strong Economy and Growth

Local Economy

Our local economy has experienced some fluctuations over the last year but overall has managed to remain buoyant with many of the measures used to gauge the health of the economy reflecting a positive position.

Business Growth



Total number of businesses has increased to 70,471. Top sector remains Professional, Scientific & Technical Activities.

New Business Start Ups



Abbey ward has the highest level of start-ups while Chew Valley experienced the greatest decrease

Self-Employment



Increased by 1% over last 12 months; stronger concentration than local, regional & national comparators

Employment



0.5% lower than December 2013 and lower South West average (76.0%) but nearly 1% above the national average (72.4%)

16 to 18 NEET



Reduced from 3.8% for the same period last year; compares favourably to the England average of 7.0%

Unemployed People Supported



JSA claimants reduced from 1.5% in March 2014; lowest level of claimants ever experienced in B&NES

Resident Wages – Total Weekly



Reduced from £411.50 in 2013 and remains lower than the national and regional average

Apprenticeships by Council

28

Two apprentices were finalists in the Bristol and Bath Outstanding Apprentice of the Year awards

Skills & Qualifications



Increased by 2.3% since 2012; greater proportion of residents with NVQ 4 than regional and national comparators

Retail Vacancy Rate



Vacancy rate increased 0.7% over the year; it remains below the national average reflecting the strength of Bath's retail offer

House Prices



House prices are 46% above the national average, an increase of 6% since March 2014

Affordable Homes Completed



Exceeded our 4 year target to deliver 610 new affordable homes between April 2011 and March 2015



Our key issues: Lower growth levels than the rest of the region; falling wages and lower than our national competitors; and house prices approaching double the national average creating issues around affordability and standards of living.

2014/15 SELECTED HIGHLIGHTS

- Village Agents scheme “highly commended” in the 2014 MJ Achievement Awards.
- Roman Baths won **Best Large Visitor Attraction** in the South West Tourism Excellence Awards.
- **Highest performing** Council in the South West for GCSE results and in the top 20% of councils nationally.
- **Outstanding Achievement** award for our work in environmental sustainability in the West of England Carbon Challenge (WECO) Awards.
- **99.25%** customer satisfaction with Building Control.
- **771** new affordable homes have been delivered since April 2011, exceeding our 4 year target to deliver 610 new affordable homes by 2015.
- Phase one of the troubled families initiative (Connecting Families programme) completed seven months ahead of schedule with **positive outcomes achieved for 215 families.**
- **1st** out of 47 local authorities in the annual Stonewall Education Equality Index!
- **Won** national CCTV Team of the Year award.

While we have celebrated a number of achievements during the last 12 months, we recognise there is more work to be done. Significant health inequalities exist across different parts of the authority, low wages and an expensive housing market create affordability issues for many residents, and educational attainment gaps for disadvantaged children being just a few of the challenges we face. We remain fully and energetically committed to empowering communities and meeting the needs of our residents, and believe that as you read this report, you will agree that we are clearly heading in the right direction.

This report provides a **snapshot** of our progress against these priorities; it shows how far we have come in delivering our new vision over the last 12 months and demonstrates how we are achieving our aspiration to become an increasingly community and customer focused Council that listens to its citizens.

A prime example is our **Connecting Communities** programme, which demonstrates how we are developing “a new relationship with communities” by helping them to harness the skills and abilities of people in their local area to address their concerns and support closer public working.

Progress has again been promising.

8%

of the commitments we made to the public in our 2014/15 service plans have been delivered in full



the remaining **20%** delivered for the most part

In light of the challenging environment in which the Council continues to operate, this is an excellent outcome and demonstrates once again that despite significant ongoing financial pressures, the Council is delivering on its commitment to put people and communities first, while providing first class public services.

*The index is a comprehensive benchmarking exercise for local authorities showcasing how well they celebrate difference and tackle homophobia and biphobia in schools, and support LGBT young people in their local communities. The 2015 index has been the most competitive to date with 47 local authorities taking part – the highest number of participants ever.

Sub-Regional Working

We are a strong partner within the West of England Local Enterprise Partnership (LEP).

The key focus of work has been the production of the West of England's first **Strategic Economic Plan**. As a result of this plan, the West of England has been awarded £366.2 million from 2015/16 to accelerate economic growth and create new jobs. In B&NES, our priority programme is the **Bath City Riverside Enterprise Area**.

This has been designated as an area of growth by the LEP and has the capacity to deliver 9,000 jobs and 3,400 homes in Bath by 2030, playing a key role in providing much needed accommodation for the area's flourishing high-value business sectors. The final version of the **Masterplan Vision Report** for the Enterprise Area was endorsed by Cabinet in November.

Bath is benefiting from the LEP supporting our delivery of the Bath City Riverside Enterprise Area. In particular, investment has been allocated to Bath Quays with £25 million funding provisionally awarded to support the creation of a new business quarter.

Other funding has been allocated for a regional dedicated 'growth hub' to provide small businesses with the advice and support they need to grow, and a raft of new or modernised and extended colleges that will provide a much-needed boost to skills and training to ensure local people have access to the skills they need for future jobs, i.e., nuclear, advanced engineering, creative, high tech and other key growing industries in the region.

In addition, LEP grant funding has been awarded to a large number of businesses through the Regional Growth Fund to allow them to expand and create new jobs.

The **Invest Bristol & Bath (IBB)** service managed an increased number of leads and investment projects and delivered a higher number of successes with a 35% increase in associated job generation, exceeding key targets. A new Memorandum of Understanding has been agreed between the partners relating to the 5 year Business Plan agreed with the LEP.

Currently IBB has 100 active leads and 55 active projects with the potential to deliver over 3,000 jobs in the West of England.



Regeneration

Major regeneration schemes are underway or planned across the area.

The picture on page 9 illustrates the importance of our main scheme, the **Bath City Riverside Enterprise Area**.

Within the Enterprise Area:

- **£6.2 million Bath Quays Waterside Project** to provide improved flood defences to the north and south banks of the River Avon between Churchill Bridge, and Midland Bridge is underway (key to the development of the Enterprise Area).
- **Grade II* Listed Victoria Bridge** reopened in January following a £3.4 million refurbishment.
- **Destructor Bridge** has been demolished to make way for a new modern two-way structure to support the Bath Riverside development.
- Decommissioning and demolition of the remaining gas holders has been accelerated and has benefited from further use of Revolving Infrastructure Fund money allocated by the LEP.
- An open design competition has been launched for a **new bridge for Bath Quays**; six prestigious teams are working on designs to submit during 2015.

Elsewhere in Bath, a £100,000 rejuvenation project has restored the historic landscape of **Queen Square**, as well as providing improved connections for pedestrians and cyclists. Plans to regenerate **London Road** and the **Grand Parade and Undercroft** are undergoing further consultation, although the London Road public realm improvements have been completed.



We are developing a programme for implementing our new **Getting Around Bath Transport Strategy**. Significant upgrades to Bath's transport network have been carried out through the **Bath Transport Package** including the extension of Newbridge Park & Ride by 248 spaces and the introduction of variable message signs provides better information for road users.

The overall programme will be completed by autumn 2015, slightly later than planned due to delays in implementing real time information at bus stops.

Following a successful bid for additional funding through the Local Sustainable Transport Fund Project, the next 12 months will see improvements to bus services including the Midsomer Norton / Radstock to Bristol bus route (Service 373) and bus stop infrastructure on the route between Keynsham and Paulton.



There have been a number of improvements for sustainable travel with the introduction of electric vehicle charging points at Charlotte Street car park, Odd Down Park & Ride (P&R), Lansdown P&R and Midsomer Norton Leisure Centre. Additional charging points are planned for Keynsham Fox & Hounds car park and Newbridge P&R.



A cycle hire scheme for Bath Spa University was launched last summer together with the opening of a new link to the Two Tunnels Greenway path at Claude Avenue in Oldfield Park, and Batheaston Bridge and 1.5km of shared off-road path opened in September.



Outside of Bath

Regeneration of Keynsham

The new Town Hall, One Stop Shop, Library and council offices have opened to a favourable reception. Keynsham's new Transport Strategy will be agreed with the Council's new administration during the summer 2015.



Radstock regeneration

Project to transform Radstock town centre with £1 million investment to revitalise the local economy has been completed. As well as an improved road layout and public realm, Linden Homes' will provide 70 new homes, up to 282 square meters of new shops, 84 square meters for community uses and a public car park.



Midsomer Norton Regeneration

Will strengthen the shopping heart, create a mixed use town centre and make the most of existing local attractions. Options assessment for the business centre has been completed and a recommendation has gone to the Council's new administration.

Visitor Economy

Tourism – Key Facts and Figures²



DAY VISITORS

4.83 million



OVERNIGHT VISITORS³

967,000



ANNUAL EXPENDITURE⁴

£404.6 million



EMPLOYED IN TOURISM (2012 FIGURES)

11,800 people



VISITORS TO TOP 10 ATTRACTIONS

2 million +

The City of Bath is ranked **13th** in the top 20 list of UK cities visited by overseas visitors (16th in 2011).

While the 2014 Bath Visitor Survey shows that there is an increase in the proportion of staying visitors to the city using serviced accommodation, Bath was ranked by far the most preferred city for a special shopping trip and overall the city achieved a satisfaction rating of over 71%, indicating that a significant proportion of visitors are likely to recommend a visit to Bath to others.

The Roman Baths received over one million visitors in 2014/15.

It again won the **Best Large Visitor Attraction Gold Award** in the South West Tourism Excellence Awards, and is one of the **top three** visitor attractions in the UK Trip Advisor Travellers' Choice Awards.



²Figures obtained from the National Tourism Board with 2013 the most recent data available.

³Bath Tourism Plus shows visitor accommodation occupancy rates are up by 7.7% for 2014 compared to 2013, and revenue up by 9%. Final overall value and volume of tourism figures for 2014 will be available in the autumn.

⁴See note 2 above.

Housing

Housing – Key Facts and Figures



- ➡ **771** new affordable homes have been delivered since April 2011, which exceeded our 4 year target to deliver 610 new affordable homes by 2015.
- ➡ **77** empty properties were recovered in 2014/15 against a target of 50.
- ➡ Only **13** households in temporary accommodation at the end of March 2015.
- ➡ Over **40.0%** of all homelessness advice and prevention approaches were successful in preventing or relieving homelessness (target 33.3% or above).
- ➡ **94.87%** of homelessness decisions were made within the statutory 33 days, (target at least 90.0%).
- ➡ **90.9%** young people who left their lodging providers moved on independently in a planned manner (target at least 80%).
- ➡ **However** with local house prices approaching double the national average, affordability is a significant issue, creating price hikes in the rental market and additional pressure on social housing demand.

Planning

Planning – Key Facts and Figures (2014/15)

- ➡ **73.24%** of major planning applications determined within 13 weeks (target 50% or higher).
- ➡ **74.44%** of minor planning applications determined within 8 weeks (target 65% or higher).
- ➡ **80.13%** of other planning applications determined within 8 weeks (target 80% or higher).
- ➡ **100%** of county matter applications determined within 13 weeks (target 40.0% or higher).
- ➡ **92.36%** of building regulation applications dealt with within 3 weeks of initial submission (key indicator for the Council).
- ➡ **32.4%** of planning appeals allowed (target no more than 35.0%).
- ➡ **99.25%** customer satisfaction (customer feedback sought following the completion of every project).

Our Planning Department is one of the top five performing council planning departments in the UK, in terms of dealing with the largest volumes of major applications most quickly.

Pre Planning Approvals have been actively taken up by the development industry particularly for large scale complex proposals with 33 Planning Performance Agreements recorded for 2014/15.




Our planning service won a national Royal Town Planning Institute award for Planning Excellence 2015: Excellence in Decision-making. The Council picked up the award for the Green Park House project in Bath, the redevelopment of a site for a 461 bed student accommodation block and café. This complex major application was delivered in less than 13 weeks with a legal agreement in place and all pre-commencement conditions resolved.



5 The 2014 Annual Planning Survey was produced by GL Hearn and the British Property Federation and involved 252 Local Planning Authorities, applicants and their advisors, and analysed over 4,000 individual applications for the period April 2013 to March 2014; it is thought to be the largest independent assessment of the planning system ever undertaken.

Greener Future

Energy Efficiency – Key Facts and Figures

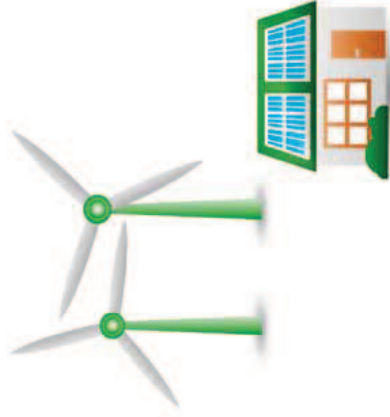
-  **83%** of residents have already acted to reduce their energy use and there was a willingness to act further (2009 Voicebox Survey)
-  **10%** reduction in schools' carbon emissions against the 2012/13 baseline.
-  **31%** reduction in the Council's 'in-work' car miles achieved since 2010, saving £200k.

The third **Bath Green Homes** open homes event saw over **700 people** visit **18 eco-homes** across the city. The **B&NES Energy at Home Partnership** promotes energy efficiency, better heating and renewable energy across the area to help residents achieve affordable warmth and reduce fuel poverty.

Council grants for solid wall insulation and other measures have been approved for 24 households, a number we hoped would be higher however the start of our energy savings improvement project was delayed so we are only just beginning to deliver home improvements. The target we set for 2014/15 has been moved to next year and further applications for the £700,000 funding pot will be accepted in 2015/16.

Over 350 households have expressed an interest in energy saving measures for their homes and residents can now get free information and advice from our new **Energy at Home Advice Service**.

Keynsham's new **Civic Centre** is one of the most energy-efficient buildings in the country with 750 solar panels, enough to power almost 70 homes. This project has received a number of awards including: Royal Institute of British Architects' (RIBA) South West Award; South West Sustainability Award; and the British Council for Offices South West and South Wales Award for Best Corporate Workplace. In addition, the building's IT has been highly commended by the Royal Institute of Chartered Surveyors South West Awards.



Bath & West Community Energy installed a 2.3MW solar array at Willmington Farm (assisted by a £500k Policy Loan from the Council) and a 38KW array on the One Stop Shop building in Manvers Street. These community projects are a significant addition to the 11MW total renewable energy already installed in the district.

Over 300 items of furniture from the Council's former offices in Keynsham have been offered for reuse through the 'WARPI!' project to staff, schools and community groups, enabling the Council to avoid 21 tonnes of waste going to landfill, 64 tonnes of CO2 being emitted and the cost of buying this equipment, with a combined value of £113k. Lighting and heating contracts under the **School's Carbon Reduction Programme** have delivered around **80 energy efficiency projects** worth £150k.



The Council has received an Outstanding Achievement award for its work in environmental sustainability in the West of England Carbon Challenge (WECC) Awards for the broad range of energy efficiency and carbon reduction activities taking place within council buildings and the community and a Silver Star accreditation for our Corporate Travel Plan in the West of England Business Travel Plan Awards.

A Focus on Prevention

Older and Vulnerable People



Health and wellbeing in Bath & North East Somerset is generally good, with **84%** of residents report high levels of **life satisfaction**, one of the highest in the country.

Life expectancy at birth is **80.9** for men and **84.5** for women, higher than the regional (80.1 males/83.8 females) and national (79.4 males/83.1 females) averages (data for 2011 to 2013).



Healthy life expectancy for both males (66.0 years) and females (68.5 years) is higher than national levels (63.3 males and 63.9 females), and regional levels for (65.3 for males and 65.5 for females).

However, significant variations in life expectancy exist related to socio-economic inequality; for someone living in the most deprived area of B&NES, they can expect to die at a younger age than someone in the most affluent area of B&NES (**8.6 years** for men and **4.7 years** for women)⁶.



66

68.5

Our **Joint Health and Wellbeing Strategy** has been refreshed following an assessment⁷ of the health and wellbeing needs of people in Bath and North East Somerset, which shows good health⁸ is unequally shared and inequalities exist between different geographical areas, communities, social and economic groups. For instance, people living in Twerton have a lower life expectancy than those who live just five bus stops away.

The revised strategy sets out our vision to reduce health inequality and improve health and wellbeing by:

- 1** Helping people to stay healthy
- 2** Improving the quality of people's lives
- 3** Creating fairer life chances

⁶Figures based on life expectancy at birth for men and women in the local authority for 2011-2013, Public Health England.
⁷The Joint Strategic Needs Assessment (JSNA) is a single portal for facts, figures and intelligence about our local area, its communities and population, developed to be used by anyone who has an interest in or makes decisions about Bath and North East Somerset.
⁸The World Health Organisation defines health as "a state of complete physical, mental and social wellbeing." People with good health are able to have control of their lives, live life to the full and participate in their communities.

Adults Health and Social Care – Key Facts and Figures

- **87%** of older people are still at home 91 days after discharge from hospital.
- **2 in 3** social care users receive self-directed support or direct payments.
- **76%** of adults with mental health needs are in settled accommodation (increase of 16% from 2013/14) and 12% are in paid employment (no change).
- **68%** of adults with a learning disability are in settled accommodation (increase of 5% from 2013/14) and 10% are in paid employment (increase of 1%).
- **However**, work to shift the emphasis from the provision of residential and nursing care towards increasing the proportion of older people receiving care and support in the community needs to continue, the latter proven, in most instances, to be a more cost effective approach and more beneficial to people's overall health and wellbeing.

Community-orientated initiatives and local domiciliary care services have been developed to combat loneliness and isolation to increase the wellbeing and resilience of people and communities, and in the longer-term reduce levels of mental ill-health.

As an example, our pilot Rural Support Service has been well received by the District Nurses, who were able to work closely with the domiciliary care agency delivering the service.

Work is now underway to increase the number and range of providers working together including, for example, village agents, local transport companies who could help overcome some of the challenges experienced in providing services in rural areas.

Our **Wellbeing College**⁹ opened in January, offering a range of courses around early intervention and self-managing mental health and a new expanded **Social Prescribing**¹⁰ service opened in February to support mental wellbeing following the success of the pilot in Keynsham.

Social Services are in high demand, processing over **5,000** requests for help in the last 12 months. Service users and carers have reported a **better quality of life and high satisfaction levels** compared to the national average.

We have introduced a new Adult Social Care service model to deliver an integrated service that will support and safeguard older and vulnerable people to remain independent by placing greater emphasis on prevention and early intervention.

For example, Curo's **Independent Living Service** can make the difference between someone staying in their own home and having to go into residential care, and won the overall prize at the National Housing Federation's Community Impact Awards.

A Primary Care Employment Support Worker is also in place as we initiate talks about an integrated model of employment support for people with mental health needs and those with a learning disability and/or autism as part of the overall design of community health and care services. The engagement **Your Care, Your Way** was launched jointly by the Council and B&NES Clinical Commissioning Group in February.

The Council's overall framework of control for adult safeguarding was assessed as **excellent**. Local safeguarding priorities are reflected in new Policing Plans with Community Safety funding investing in a 'Referral to Improve Safety' GP project for domestic abuse. Currently it is estimated that only **1 in 5** domestic abuse incidents are reported to the authorities.

⁹The Wellbeing College is an expansion of the notion of (mental health) Recovery Colleges and seeks to shift care pathways to prevention, wellbeing, resilience and social inclusion on a long term basis.

¹⁰Social prescribing provides a pathway to refer clients to non-clinical services to address non-medical issues that may be causing or exacerbating health problems such as debt, poor housing, mental ill health, social isolation, linking clients to support from within the community to promote their wellbeing, to encourage social inclusion, to promote self-care where appropriate and to build resilience within the community and for the individual.

Active and Healthy Lifestyles

Active Health – Key Facts and Figures (2013/14 unless stated)

- **3,373** clients referred to Sirona's Healthy Lifestyle Services.
- **91.6%** take up rate of MMR vaccination at age 5 (target at least 90.0%).
- **60.0%** of new mums are breast feeding 6 to 8 weeks after birth (target at least 60.0%).
- **75.0%** of secondary school and **83.0%** of primary school children enjoy physical activity.
- **However**, approximately 56% of adults are obese or overweight costing the NHS an estimated £49 million in 2015.
- **76.0%** of women eligible for breast screening have been screened.
- **75.8%** of women eligible for cervical screening have been screened.

Improving health and wellbeing is central to our **Fit for Life Strategy**, which aims to increase the level of services and healthy lifestyle programmes on offer for all B&NES residents. Over 3,000 clients were referred to Sirona's **Healthy Lifestyle Services** (HLS) in 2013/14, nearly two thirds of which were female. 96% were aged 44 and above, and approaching two fifths were identified as being in the most deprived areas of B&NES.

The HLS referrals resulted in 6,126 individual service specific referrals. For instance:

- **2,305** referrals for our **Passport to Health**¹² programme, with an increased number of completers following an improvement in the quality of referrals;
- **1,833** referrals to the Stop Smoking service;
- **1,506** referrals for Weight Management¹³ services; and
- **343** referrals for Food and Health courses

Three years after the opening of the hugely popular Cycle Circuit at Odd Down, which has seen thousands of children and young people take part in cycling events, construction of the new 3G Astro Pitch, pavilion, changing rooms, community room and café at **Odd Down Playing Fields**¹⁵ have been completed.

An estimated 6,800 people aged 18 to 64 years are dependent on alcohol in Bath and North East Somerset; in 2013/14; only 6.6% of these were in treatment for alcohol misuse.

With alcohol the third greatest overall risk to health, (after smoking and raised blood pressure), reducing alcohol-related harm by encouraging a more sensible drinking culture will help us to deliver our statutory duty¹⁴, while working towards the vision in our refreshed **Alcohol Harm Reduction Strategy** for "a cultural environment where everyone can have fun and enjoy themselves safely, with or without alcohol".

Three years after the opening of the hugely popular Cycle Circuit at Odd Down, which has seen thousands of children and young people take part in cycling events, construction of the new 3G Astro Pitch, pavilion, changing rooms, community room and café at **Odd Down Playing Fields**¹⁵ have been completed.

¹¹Health and wellbeing assessments and action plans to support carers.

¹²Exercise referral service to improve life-expectancy opportunities for those with a range of health-risk factors.

¹³Anyone aged over 16 can be referred to slimming on referral by their GP or a health or social care professional. Free vouchers are offered to either slimming world or weight watchers for a 12 week programme with the aim of a 5%-10% weight loss. Lifestyle advisors are offered to clients with a BMI of >25 to support them to lose weight and learn how to maintain a healthier weight.

¹⁴Statutory requirement to achieve the indicators outlined in the Public Health Outcomes Framework for England, 2013-2016.

¹⁵Development at Odd Down Playing Fields is part of over £3m investment by Bath & North East Somerset Council, Sport England, British Cycling, The England and Wales Cricket Board, Rugby Football Union, the Premier League and The FA Facilities Fund and will ensure a legacy for the whole community for generations to come.

Over 1,500 people have taken part in **TRY Active**¹⁶ activities including participants from target wards such as Odd Down, Twerton, Southdown, Paulton and Keynsham. The project is above target to achieve its first year participant target.

During 2014/15, our **Family Information Service**¹⁷ (FIS) received 11,475 enquiries from the public, people acting on behalf of families and professionals requesting information to support the families they are working with. 98% of these were via email or telephone, but some enquiries were received through our 'Tell Us Once' referral system and during community outreach events at Children's Centres and schools.

Specialist services (for families who do not have a regular wage or income, or are struggling to make ends meet) delivered a total of 404 one to one sessions with families and the FIS Team visited over 100 services and organisations at meetings, events and team briefings to promote the work of the service and its partners, touching base with over 1,000 people.

The vast majority of customers are happy with the service they received from FIS with 84% of respondents stating we were able to answer all of their questions: they tell us we are quick to respond, we listen, we provide a very high level of good customer service and we are well informed. The FIS Team has not received one complaint this year.

Quotes from a few of the families we have helped:

It has been good having someone to talk to who actually listens and gets things done rather than just brushing it to one side as they don't know what to do...

My keyworker's down to earth approach, she makes me feel relaxed and comfortable, does not judge. My son has taken to our worker, he doesn't take to many.

Me and my father did not communicate much, and I really never got out of bed and did anything... (since having a key worker) I believe my family have gotten closer and there's less stress in our house.

Mum, aged 39

Service user

Young person, aged 17

Our FIS online presence goes from strength to strength. In the last year our family information directory, **1 Big Database**, which lists approximately 2,500 organisations, services and activity providers in the local area, received 324,239 visits, while our **Facebook account**, linked directly with 80 organisations and services, had over 27,000 visits and **Rainbow Resource**¹⁸, which we re-launched in September, received 6,189 visits.

We successfully completed our work with the 215 families we identified under phase one of the **Connecting Families**¹⁹ programme seven months ahead of schedule, confirming our local initiative as one of the best performing in the UK. This has led to an increased focus on the impact of homelessness and homelessness as issues that contribute to poor outcomes for young people. Specific outcomes from phase one include:

- Reduction in unauthorised school absence, exclusions, anti-social behaviour and crime by minors for **182 individuals**
- **33 individuals** have moved off out of work benefits and into continuous employment

We have agreed to be an early starter for phase two of the programme, which has been expanded to cover 710 families over the next five years.

Children's and young people's health at a glance:

| | | |
|---|------------|--|
| Health and wellbeing of children is generally better than the England average | but | 1 in 4 children aged 4-5 years and 1 in 3 aged 10-11 are overweight or obese |
| Level of child poverty is better than the England average | but | around 3,400 children (12.0% of children under 16 years) are living in poverty |
| Children admitted for mental health conditions at a lower rate than England | but | inpatient admissions because of self-harm are higher than the England average |
| Hospital admission rate for substance misuse is better than the England average | but | admission rate for alcohol specific conditions is worse than England average |

A range of measures have been put in place to address these health concerns, for instance, the **SHINE weight management programme**²⁰ has been recommissioned to tackle weight issues in children aged 10 to 17 years. 16.0% of children in year 6 were classified as obese in 2013/14, an increase of 1.2% on the previous year.

There were 35 referrals in the first year of the programme. And the first Bath & North East Somerset Local Food Strategy has been developed through the new Local Food Partnership containing actions designed to contribute to a reduction in childhood obesity through improved access to healthy food.

We have made good progress in tackling substance abuse. **Project 28**²¹ has achieved very successful outcomes with **94%** of young people leaving treatment drug free or as an occasional user (national figure 79%) and we have commissioned a new diversionary project with Project 28 and the Police that will offer counselling and intervention for young people charged with drug offences rather than charging them.

Feedback from young people using treatment services is consistently positive and satisfaction is high.

Our refreshed **Alcohol Strategy** seeks to ensure children grow up free from alcohol related harm. Under 18 admission rates²² to hospital for alcohol specific conditions have fallen however we still have higher rates than nationally, with approximately 45% of admissions children under 16 and the majority of admissions girls.

Young people in the most deprived quintiles of Bath and North East Somerset are significantly more likely to be admitted to hospital for alcohol specific conditions and there are higher rates of admission in both Midsomer Norton and Radstock.

¹⁶Try Active with Bath Rugby Foundation uses cycling, running and rugby / out-door fitness to get people active and healthier.

¹⁷The Family Information Service was developed in 2001 to address Section 12 of the Childcare Act 2006; to provide information, advice and assistance to parents and to ensure parents and prospective parents can access the full range of information they may need to support their children physically, emotionally and socially.

¹⁸Our local online searchable offer provides lots of information about organisations, activities and services for children and young people aged 0-25 years with special educational needs, disability and those requiring additional help.

¹⁹Connecting Families was established in April 2013 as the Council's response to the Government's Troubled Families Initiative. It's core purpose is to enable families with multiple complex needs to receive the services they need to change and support them to achieve resilience, health and wellbeing within their community.

²⁰SHINE (Self Help Independence Nutrition and Exercise) is a detailed weight management programme for young people aged 10 to 17 incorporating nutritional knowledge, physical activity and behaviour change. Courses run in Bath, Keynsham and Norton Radstock.

²¹Project 28 seeks to provide holistic packages of care to young people in the B&NES with problematic substance misuse support needs.

²²52.1 persons under 18 admitted to hospital due to alcohol-specific conditions, crude rate per 100,000 population; 2011/12 to 2013/14; this represents 18 stays per year, down from 23 for the previous reporting period.

Safeguarding – Key Facts and Figures (2014/15)

- **21.9%** repeat referrals within 12 months, a reduction of 2.7% on the previous year (target was less than 22.0%).
- **0.9%** of child protection plans lasting 2 years or more (target was less than 10.0%).
- **8.6%** children moved from targeted prevention (target was less than 10.0%).
- **93.0%** of looked after children cases were reviewed within required timescales (target at least 87.0%).

However

- Less than half of children were seen by a social worker within 5 working days of referral.
- Average of 9 months from referral to case being closed.
- A sixth of assessments were not completed within 45 working days.

Children and Young People

Children's safeguarding services were most recently assessed as **adequate**. We have completed the Improvement Plan that was drawn up in response to Ofsted's inspection of our safeguarding arrangements in March 2013.

This has resulted in important changes to the design of systems and programmes have been put in place to improve the way we plan for young people. For example, continued investment in Early Help and Connecting Families and the strengthening of links between our Early Help services and Social Work teams has seen a positive impact on our ability to work with families at an early stage and to also work effectively with families when they are subject to a Child Protection (CP) plan, resulting in a 13% reduction in CP activity during 2014/15.

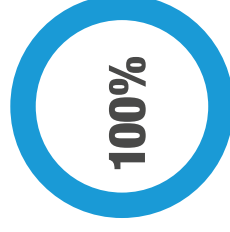
The past year has also seen a reduction in the percentage of CP cases that are re-referred within 12 months of a previous case closure. This suggests that while the length of our Children In Need interventions might be longer than other local authorities, this longer duration has allowed a better quality of intervention and assisted in a more sustained improvement in the family situation.

The Local Safeguarding Children's Board has overseen the development of and approved the B&NES Missing Children Strategy and the Child Sexual Exploitation (CSE) Strategy and Protocol, and delivered extensive multi-agency training to all partner agencies on CSE. We have established the Willow Project, which supports young people identified as being at risk of CSE or who require 'return home interviews' following a period missing. This group includes a number of youth workers who have particular skills in engaging with young people.

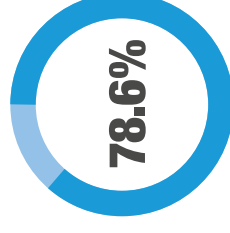
Our services for looked after children (LAC) and young people were most recently assessed as **good**. The prioritisation of Early Help has also contributed to a sustained reduction in the numbers of young people coming into care, with figures falling from 145 to 131 over the past 12 months. There has been a considerable rise in the number of 10 to 15 year old children accommodated, comprising almost half (48%) of our LAC population, (and significantly higher than the national average of 37%).

Our performance against the adoption and placement indicators in the **Children in Care and Adoption Performance Tables** shows we are the **top scoring council** for reducing the amount of time children wait to be adopted, one of the Government's key target areas. Performance against the educational attainment indicators is also very good, placing the Council in the **top 10%** or better against England's principal local authorities.

| IN 2013/14... | B&NES | ENGLAND | DIFFERENCE |
|---|----------|----------|------------|
| Adoptions in B&NES over 3 months quicker than average | 526 days | 628 days | -102 days |
| Adoptions completed in less than 21 months | 74.0% | 51.0% | +23.0% |
| Percentage of under 16 LAC in same placement for 2+ years | 76.0% | 67.0% | +9.0% |



of care leavers are in suitable accommodation



in employment, education or training (2013/14 figures)

39 young people aged 16 to 18 were accommodated through the **Supported Lodgings Scheme**, 82% of which were in work, training or education.

The youth service and Connexions have merged into one service under the **Youth Connect** banner, making it easier for young people across B&NES to access the support they need. The name Youth Connect was chosen by young people themselves. **Door Step Clubs**²³ are operating at Southside and Peasedown Youth Hubs engaging with 40 young people aged 14-25 years old each week.

Ofsted has rated 7 of our 9 Children's Centres as **good**. The Centres had contact with 3,881 children aged 0 to 4 years in 2014/15, just under 50% of the total number of children of this age living in B&NES (excludes First Steps Children's

Centre, which is externally commissioned). We identified 485 vulnerable children through assessment or referral as having the greatest need and were able to reach 84% (408) of them. Almost 70% of these children showed progress of some kind after receiving intervention from targeted services.

As part of the Special Educational Needs and Disability reforms, we have introduced Education, Health and Care (EHC) plans and "One Page Profiles" for children and young people. EHC plans have been provided for families in a timely manner and are undertaken with the involvement of families despite increased referral numbers.

²³The Door Step Club programme is a new initiative backed by the government and Sport England to provide disadvantaged youths with a memorable and quality experience which is designed to keep them involved in sport and develop their sporting habit for life. Bath Rugby Foundation has been chosen to head up the delivery in the B&NES area.

Key Facts and Figures – Education (Academic Year 2013/14)



At **3.5%**²⁴, we have the **third lowest NEEET** (Not in Education, Employment or Training) for the 16 to 18 age group across the region and compare favourably to the England average of 7.0%.



74.0% of primary school children achieved a **good Level 4B in reading, writing and maths** compared to the national average of 67.0%, and one in four children reached Level 5.



76.3% of A Level students achieved **3 or more A Levels at grade A* to E**, an increase of 2.1 percentage points on 2012/13 (England average 79.5%).



62.2% of children attained a good level of development within the Early Learning Goals, a significant improvement of 12% points on 2013 and above the England average (60.0%).



61.9% of pupils achieved **5 or more GCSEs or equivalent at grade A* to C including English and maths**, the highest return for the South West and in the top 20% of councils nationally.

In the last Academic Year, **81%** of primary school children and **96%** of secondary pupils attended **good or outstanding schools**. There have been a number of improvements and extensions to schools under our Schools Investment Programme to improve the quality of our school estate and better serve the needs of community.

However the gap between the attainment of pupils eligible for free school meals and their peers is one of the widest in the country in the early years' foundation stage (EYFS) and at the end of Key Stages 2 and 4:

| PERCENTAGE OF PUPILS ACHIEVING... | NON-FSM PUPILS | FSM PUPILS | GAP |
|---|----------------|------------|-------|
| 5 or more A*-C grades at GCSE or equivalent including English & maths | 67.2% | 33.2% | 34.0% |
| Level 4 or above in reading, writing and maths | 86.0% | 68.0% | 18.0% |
| Good Level of development at the EYFS | | | 33.2% |

Reducing achievement gaps at all stages of education while ensuring all pupils achieve their full potential are key priorities for the Council.

²⁴ Figures are an average for November 2014 to January 2015 and only includes young people who are known to the local authority, i.e., those educated in government-funded schools – they do not count young people educated in private schools, those taking a gap year or those in custody, which may affect the accuracy of our NEEET figure.

A New Relationship with Customers and Communities

Safer and Stronger Communities

Connecting Communities²⁵ Forums are now operating in Chew Valley, Keynsham and the Somer Valley. These Forums have worked with local parishes and residents to improve health and care services as well as encouraging local people to have their say on local policing. One of the priorities identified by the Chew Valley Area Forum has been community transport and the Council has recently secured £60,000 in government funding to investigate local solutions to the problems of transport across the rural communities of the Valley.

At the request of Council, an all-party working group drew together an evidence base for strengthening community representation and civic governance in Bath. It received presentations from other areas as well as asking local people for views. As a result the Council has now established a new Bath City Forum.

The forum will provide a new mechanism for greater engagement and collaboration between communities within the city. "Ask the Leader" events also took place in Somer Valley, Keynsham/Chew Valley and Bath as well as through a new online facility.

We work closely with the Police and Crime Commissioner (PCC) to build safer communities. Police frontdesk services have been successfully incorporated into the Keynsham One Stop Shop and discussions are underway for a similar arrangement in Bath. The PCC's new Lighthouse service provides a better service to victims of crime, with Independent Domestic Violence Advisor services and Curo staff now co-located, and the new IRIS²⁶ project helps victims of domestic abuse by providing better support for GP referrals.



²⁵ Connecting Communities is the Council's programme to forge closer links between public services and our communities, simplifying how we work with local groups and residents to help communities do more for themselves and find new ways to address their local priorities.

²⁶ IRIS is a general practice-based domestic violence and abuse training support and referral programme aimed at women who are experiencing abuse from a current partner, ex-partner or adult family member.



A lot of work has been done to help people feel safe when they leave their homes, especially at night, and we have seen a 26% reduction in the number of crimes linked to the Night Time Economy²⁷ across the District between 2007/08 and 2012/13.

There are now **61 Community Safety Zones** across the local authority to help vulnerable people feel and be safer when they go out.

Bath celebrated its third consecutive renewal of the **Purple Flag**²⁸ award; it has a range of good practice initiatives to manage its night time economy including Taxi Marshalls, Safe and Sound paramedic response team, Street Pastors, Pubwatch and Nightwatch (60% of offenders have a problem with alcohol misuse).

41 premises were tested as part of our underage sales monitoring campaigns and an operation was carried out in pubs with 18 and 19 year olds without their age identification to see if the right questions were asked in order to determine if young people were challenged correctly.

Our **Community Alcohol Partnership** in Midsomer Norton goes from strength to strength and has seen a 17% reduction in anti-social behaviour, again with significant improvements to the night time economy through community focused activity, working with traders and license holders and introduction of Street Marshalls and Designated Public Place Order.

A new defibrillator has been activated in Bath city centre. Within 5 days of installation, two lives had saved.

A programme is in place for further defibrillators to be installed across the area.



²⁷Night time economy crime refers to offences of violent crime and criminal damage occurring between the hours of 20:00 and 04:00 taking place outside of the home not otherwise defined as domestic violence or hate crime.

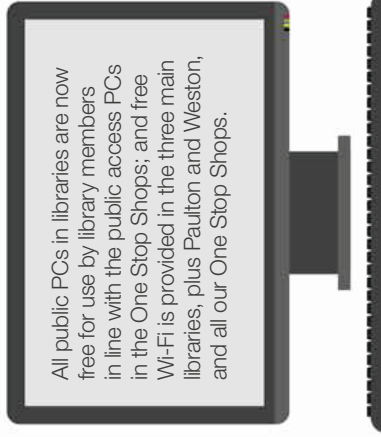
²⁸The Purple Flag status is similar to Blue Flag for beaches, it indicates that Bath City Centre is a safe, inclusive and diverse entertainment centres for all visitors.

Access to Services

Keynsham's One Stop Shop and Library opened on schedule, providing residents with a new community space and access to an increased range of public services under one roof.

Complementing our existing One Stop Shops in Bath and Midsomer Norton, they all now provide a wide range of council and partner services selected to meet the needs of each community and have received over 246,000 visits.

There have been around 717,000 visits to libraries with some 679,000 items issued. As part of modernising the library service, a new improved Library Management system²⁹ has been procured and will be implemented by LibrariesWest³⁰. This will improve both staff based services and self-serve options for Library customers.



All public PCs in libraries are now free for use by library members in line with the public access PCs in the One Stop Shops; and free Wi-Fi is provided in the three main libraries, plus Paulton and Weston, and all our One Stop Shops.

Our key Customer Service telephone teams and the Council's switchboard have been co-located to provide an improved and extended range of services for customers contacting us by phone. In total these teams received 390,000 external calls last year. Ongoing customer surveys for Council Connect, One Stop Shops and Libraries shows the majority of customers think our standard of customer service is **excellent**.

²⁹A library management system is software that has been developed to handle basic housekeeping functions of a library, i.e. acquisition, cataloguing, circulation, serials management and referencing

³⁰LibrariesWest is one of the leading public library consortia in the UK and is a partnership between Bath & North East Somerset, Bristol, North Somerset, Somerset, South Gloucestershire and Borough of Poole and Dorset County Council library services. It is seen as an example of good practice where authorities work together to achieve significant economies of scale and deliver better services for customers.

Our range of online payment options (ePay) has also increased, resulting in nearly 100,000 individual payments.

Customers are increasingly using social media with **26%** of all contact to Customer Services online or via email, (around 48,000 email communications and online form submissions).

Twitter followers during the last 12 months...

10,800



2 MILLION hits on the website



Live webcasting has been extended to include full Council, Cabinet and the Health and Wellbeing Board meetings and has received over **46,000 hits**.

A new young person's website was launched last May.



New Register Offices have been opened at Keynsham One Stop Shop and the Royal United Hospital, making it easier for families to register births and deaths and improving access to other registrar services for local residents.

Environment

The Council maintains 250 hectares of formal parkland and public open spaces, 900km of public rights of way and a large number of sports pitches. **Satisfaction with play areas** is among the highest in South West and our Environmental Service received the **highest satisfaction ratings for parks and open spaces** in Voicebox Surveys carried out between 2008 and 2011.



Public Open Spaces and Play Areas – Key Facts and Figures

- 64% of young people agreed that play areas for younger children are well maintained and of good quality.
- Over 50% of young people highlighted improvements to parks as being one of their top 3 priorities (of which just over 25% chose it as their top priority).

Improvements to the street scene and public realm have **progressed well**. Continued close working between the Bath Business Improvement District and residents improving areas of the city through the Cleansing Task and Finish Group has led to increasingly **satisfied customers**.

We have procured new mechanical street scrubbing equipment and installed 85 solar compacting big belly bins to help us work more efficiently in keeping the streets clean and stop birds and animals scavenging rubbish bins.

Staff have been trained to qualify in working with pesticides so we can develop and improve our weed spraying programme throughout the district.



Bath and North East Somerset collected a bouquet of **top honours** in the Southwest in Bloom Awards and as a result are competing in the Champion of Champions category in 2015/16. We won five **Green Flag** awards in 2015 including one for Royal Victoria Park and Haycombe crematorium.

Work to achieve the Green Flag Heritage Park standard for Royal Victoria Park and increase the level of active community involvement to achieve a Community Development award is under review as part of assessing service priorities.

Work is ongoing with Town and Parish Councils and residents' groups and volunteers throughout the authority.

25 Community Challenge activities took place over the summer with a wide range of community assets such as play areas, community gardens and halls benefiting from the extra support.

239 volunteers from local employers³¹ were involved with many agreeing to continue supporting projects as a result of taking part in the Challenge.

We are building a brand new skate park at Royal Victoria Park which will open August 2015. Local residents and members of the skating community have helped with the design.



New play equipment has been installed at many of our children's play areas, and we have also have installed new outdoor fitness equipment for adults in Keynsham.

All of our public conveniences are being improved to create new modern facilities with disability access and baby changing. Only one facility remains outstanding, which we complete by the end of 2015/16.

Waste and Recycling – Key Facts and Figures (2014/15)

- 82.0% household waste reuse, recycling and recovery rate (target 75.5% or more).
- 18.0% of municipal waste landfilled (target 30.0% or less).
- 494.42kg of household residual waste collected (target 480.0kg or less).
- 48.0% household reuse, recycling and composting rate (target 50.0% or more).

We continue to actively promote and expand our recycling services. 140 new customers have signed up for our new business recycling service and food waste recycling to schools.

We have introduced food waste collections from flats and a partnership bid with the other West of England Authorities to the DCLG recycling incentive fund to increase food waste participation has been successful.

Phase 4 of introducing reusable rubbish bags to reduce litter created by scavenging birds and animals in the city has been completed and an additional 2,400 reusable rubbish bags have been rolled out to properties in Westmoreland and Oldfield where there have been particular problems with waste spilling onto the streets.

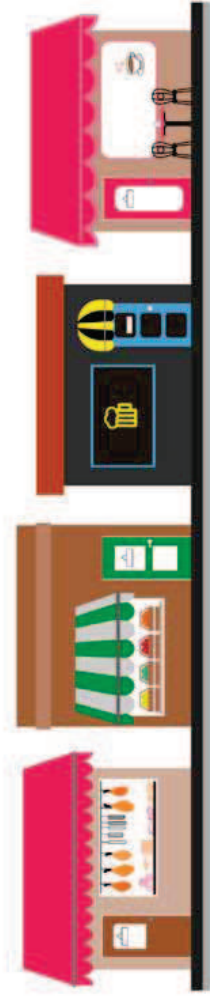
We have been undertaking targeted enforcement campaigns to ensure that residents take responsibility for presenting their own waste carefully to avoid causing cleanliness issues.



³¹Bath & North East Somerset Council, BMT'ists, Curio, Future Publishing, the Universities of Bath and Bath Spa, UNITE, Volunteer Centre, Withy King and Wilcott Dixon.

Public Protection and Health Improvement

A new copy of the Approved Traders' **Buy with Confidence** Directory has been published.



There are over 2,000 restaurants, shops and other food businesses registered in B&NES. Over 97% of food businesses inspected during the last 12 months were rated satisfactory or better³² and 30 food businesses have been successful in obtaining the **Eat Out Eat Well**³³ award commissioned by Public Health. A three year **Local Food Strategy** has been developed that will create the framework for action to reduce diet-related ill-health and inequality across the district, while stimulating economic opportunities in the food and farming sector, and supporting sustainable food production in Bath and North East Somerset.

A campaign carried out by our Health & Safety team saw visits to over 70 premises in the beauty industry to advise them on the relevant aspects of public health and safety, while our Environmental Protection team responded to over 1,500 service requests in relation to statutory nuisance and environmental pollution, including drainage and contaminated land sites.

The Licensing team is committed to ensuring licensed premises are safe for the public and work in partnership with representatives from Avon and Somerset Police, Environmental Health and Trading Standards to carry out targeted multi-agency inspections as the Licensing Enforcement Group. The team has carried out extensive consultations on the review of the Licensing Act and Street Trading policies with both successfully amended and implemented by the end of the year.

Following a change in legislation, the police are no longer required to seize Blue Badges. Parking Services now have direct power to undertake this role, resulting in a significant increase of enforcement time on the ground leading to increased prosecutions for fraudulent activity, a reduction in misuse and an increase in available dedicated bays for Blue Badge Users. ANPR³⁴ mobile patrols have been directed to schools to deter illegal parking as part of their route based on reports from members of the public.

³²Food businesses are given a 'hygiene rating' when inspected by a food safety officer from the local authority. The hygiene rating shows how closely the business is meeting the requirements of food hygiene law (Food Standards Agency).
³³The Eat Out Eat Well Award has been developed to reward food outlets that provide their customers with healthier choices. It has three levels – Bronze, Silver and Gold – and is symbolised by an apple logo in the shape of a heart. Click here for a list of award holders.
³⁴Automatic number plate recognition is a surveillance method that uses optical character recognition to read vehicle registration plates.

An Efficient Business

Savings and Investments

Our net revenue budget for 2014/15 was £119,926m, a net cash reduction of £3,524m on the previous year. This reflects the impact of significant cuts in government grant funding amounting to 9.6% for the year. Our budget for 2014/15 **protected** high priority frontline services and **invested** in the future of the area, promoting new homes and jobs. Council Tax was **frozen** for the fourth consecutive year, recognising the ongoing pressure on household incomes.

Specific savings totalled **£10.8 million**, with the majority delivered from efficiency savings, but also from service reductions, restructuring service delivery and implementing new ways of working, and increases in income from fees, charges and other grants. This enabled prioritised service reductions to be kept to an absolute minimum.

| SAVINGS BY DIRECTORATE/DIVISION | SAVINGS |
|---------------------------------|------------|
| Adult Social Care & Housing | £1,582,000 |
| Children's Services | £663,000 |
| Place | £2,171,000 |
| Resources & Support Services | £3,302,000 |
| Corporate & Agency | £3,161,000 |

We are continuing to explore shared services with our West of England colleagues and other local authorities in the South West to create further savings. A Single Member Decision was approved in December to formally establish our audit partnership with North Somerset Council, which has been called Audit West. And in another shared service initiative with North Somerset, our new HR & Payroll system (iTrent) has gone live, which will enhance reporting and people management capacity through manager and employee self-service.



Our IT service, which we successfully brought back in-house, has been key to generating efficiency savings.

Following a comprehensive infrastructure programme, we are the best in the country for two CIPFA³⁵ benchmarks: lowest cost desktop PC replacement and providing the highest number of remote/flexible worker connections.

We are also one of only a few councils in the UK to have implemented the Public Service Network (PSN)³⁶ full Walled Garden architecture, a set of highly prescriptive security rules issued by the Cabinet Office to allow public services to connect to the PSN.

Some of our efficiency savings have provided new services. We introduced MOT facilities for the public and trade at our **Locksbrook Road** depot last year, which now includes facilities for motor bikes and air conditioning for vehicles.

Our new **Think Local Procurement Strategy** toolkits are in place and on the internet. In 2013/14, 35% of Council business was awarded to local suppliers and 48% to small and medium sized businesses, resulting in improved local spend.

We have successfully secured funding to help with the delivery of our regeneration programme and greener economy initiatives.

As an example, our Local Sustainable Transport Fund (LSTF) Bid for funding in 2015/16 was successful with £480,000 capital for improvements to cycle and walking routes in the Bath Enterprise Area and £643,000 revenue to extend the LSTF programme in B&NES for an additional year.

We have also received funding of £60,000 for the Total Transport pilot and submitted a successful bid for £99k from the Clean Vehicle Technology Fund to retrofit 11 bus engines.



New Ways of Working

We have made excellent progress continuing to work as **#onecouncil** to meet the changing shape of public services and deliver our new vision for the future. With a focus on the hearts and minds of staff, we are working together as **#onecouncil** to change how we work so that we embed flexible working and modern working practices that are focused around our customers.

We are using offices and work space more effectively through our Workplaces programme, in a way that encourages staff to be empowered and motivated to change. This has enabled us to rationalise the number of offices we maintain, reducing desks from 1,500 to 1,000. All staff can now access and update systems from any suitable personal mobile device or home PC and field workers have been equipped with the technology to access and update records on the move in real time, enabling them to spend more time with the people that really matter.

New desktop PCs have been rolled out across the Council with carbon emissions reduced to 30w per desktop and our Civic Centre in Keynsham will achieve a DEC A rating (zero carbon in use) by using lower carbon technology.

These assets also have a much longer use life meaning we no longer need to refresh desktop assets every few years, instead we have a policy of 'fix when broke' with some assets expected to last ten years or more.

Our award-winning 10 in 100 scheme³⁷ has further promoted empowerment and working as **#onecouncil**.

Staff have already seen 20 of their ideas come to life as they delivered projects to improve how we do things, whether this is improving services to our customers and communities, or how we work as an organisation.

10 in 100 projects have already made a difference to a range of people including parents, complex families, young people, boys with trouble reading, children from deprived families, older and vulnerable people, and vulnerable and disabled cyclists. They have also introduced more efficient ways of working, and attracted new sources of income.

Our **One Stop Shops** in Bath, Keynsham and Midsomer Norton are a great success and epitomise the Council's adoption of putting customers first, achieved by providing excellent facilities, comprehensive services and through the energy and purpose demonstrated by staff.

Our forward thinking approach to working with external partner organisations has led to a number of other local authorities wanting to follow our partnership working model. Alongside this, the Bath One Stop Shop was selected as one of 12 local authority led pilot sites across the country looking at options or the potential development of additional face to face support services for the roll out of the Government's Universal Credit scheme.

The Housing Service has adopted a range of new ways of working including mobile technology for field staff, drop-in surgeries outside of Bath and an improved website. The number of self-service users has increased and customer satisfaction has been consistently high.

A self-serve booking process for coaches was launched in September with the online booking process for Christmas Market coach parking successful in reducing back office processing time. **MiPermit**³⁸ scheme, our new payment and permits system for parking, enables cashless parking for all locations, providing residents and visitors to the area with greater flexibility and access options.

³⁵CIPFA, the Chartered Institute of Public Finance and Accountancy, is the professional body for people in public finance. They offer a comprehensive benchmarking service that provides accurate and timely information on a range of issues such as service costs, which are used by public services to make decisions, compare performance, review processes and outputs, and manage resources more effectively.

³⁶The Public Services Network (PSN) is the government's high-performance network, which helps public sector organisations work together, reduce duplication and share resources.

³⁷10 projects delivered by the staff who had the idea in 100 days.

³⁸MiPermit supply services to parking operators that enable cashless payments and ticketless parking.

What we can look forward to in 2015/16...

Ten things we said we would deliver in 2014/15:

- 1  Redevelopment of Keynsham Town Hall completed
- 2  Improved road network in Radstock
- 3  Adoption of Core Strategy
- 4  Completion of Newbridge Park & Ride
- 5  Council Tax freeze
- 6  Modernised Library service
- 7  610 affordable homes delivered
- 8  Green Flag Heritage Park standard for Royal Victoria Park*
- 9  Energy saving improvements to homes*
- 10  Victoria Bridge refurbished and reopened

*See pages 13 (energy saving improvements) and 25 (parks) for details.

Ten things we can look forward to in 2015/16:

- 1  New leisure provider to start refurbishment work at Bath Leisure Centre
- 2  Transport Strategies for the Somer Valley, Chew Valley and rural areas
- 3  Two new primary schools (in Keynsham and Bath)
- 4  Launch of a new Housing and Development Company
- 5  Affordable housing in Bath city centre, Keynsham, Midsomer Norton, Paulton, Radstock and High Littleton
- 6  Free BANES Residents App for mobile devices
- 7  Expansion of the Connecting Families project
- 8  A new skate park in Bath
- 9  Launch of the Roman Baths Trust Archway Learning Centre
- 10  Delivery of Neighbourhood Plans

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RESOURCES PDS FORWARD PLAN

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

Inevitably, some of the published information may change; Government guidance recognises that the plan is a best assessment, at the time of publication, of anticipated decision making. The online Forward Plan is updated regularly and can be seen on the Council's website at:

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

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

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

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

| Ref Date | Decision Maker/s | Title | Report Author Contact | Strategic Director Lead |
|--|-------------------------------------|---|--|--------------------------------|
| 25TH NOVEMBER 2015 | | | | |
| 16 Nov 2015 25 Nov 2015 | CTE PDS Resources PDS | Directorate Plan for Resources | Tim Richens Andrew Pate Tel: 01225 477468 Tel: 01225 477300 | Strategic Director - Resources |
| 4 Nov 2015 25 Nov 2015 16 Feb 2016 E2779 | Cabinet Resources PDS Council | Bath and North East Somerset Council Corporate Strategy 2015-19 | Helen Edelstyn David Trethewey Tel: 01225 477951 Tel: 01225 396353 | Strategic Director - Resources |
| 25 Nov 2015 | Resources PDS | Performance Management | David Trethewey, Steve Harman Tel: 01225 396353, | Strategic Director - Resources |
| 20TH JANUARY 2016 | | | | |
| 20 Jan 2016 | Resources PDS | Directorate Plans - follow up | Andrew Pate Tel: 01225 477300 | Strategic Director - Resources |
| 20 Jan 2016 | Resources PDS | Houses of Multiple Occupancy (referred by Council) | Ian Savigar Tel: 01225 477327 | Strategic Director - Resources |

| Ref Date | Decision Maker/s | Title | Report Author Contact | Strategic Director Lead |
|--|---|---|---|-----------------------------------|
| 20 Jan 2016 | Resources PDS | Training and Development | William Harding, David Trethewey Tel: 01225 477203, Tel: 01225 396353 | Strategic Director - Resources |
| 20 Jan 2016 | Resources PDS | Commercial Estate | Richard Long, Derek Quilter Tel: 01225 477075, Tel: 01225 477739 | Strategic Director - Resources |
| 8TH FEBRUARY 2016 | | | | |
| 8 Feb 2016 10 Feb 2016 16 Feb 2016 E2800 | Resources PDS Cabinet Council | Budget and Council Tax 2016/17 and Medium Term Financial Plan 2016/17 to 2019/20 | Tim Richens Gary Adams Tel: 01225 477468 Tel: 01225 477107 | Strategic Director - Resources |
| 16TH MARCH 2016 | | | | |
| 16 Mar 2016 | Resources PDS | Council Connect | Ian Savigar Tel: 01225 477327 | Strategic Director - Resources |
| 16 Mar 2016 | Resources PDS | Welfare Reform - Universal Credit and Council Tax Support | Ian Savigar Tel: 01225 477327 | Strategic Director - Resources |
| 16 Mar 2016 | Resources PDS | City Deal and Devolution | Tim Richens Tel: 01225 477468 | Strategic Director - Resources |

| Ref Date | Decision Maker/s | Title | Report Author Contact | Strategic Director Lead |
|------------------------------|-------------------------|--|--|--------------------------------|
| 18TH MAY 2016 | | | | |
| 18 May 2016 | Resources PDS | Pensions Board | Tony Bartlett Tel: 01225 477302 | Strategic Director - Resources |
| 18 May 2016 | Resources PDS | Business Rate Retention - Impact of Government Changes | Tim Richens Tel: 01225 477468 | Strategic Director - Resources |
| 18 May 2016 | Resources PDS | Digital Strategy | Angela Parratt Tel: 01225 396576 | Strategic Director - Resources |
| 13TH JULY 2016 | | | | |
| 13 Jul 2016 | Resources PDS | Use of Consultants and Agency Staff - Update on Task and Finish Group | Richard Howroyd Tel: 01225 477334 | Strategic Director - Resources |
| 13 Jul 2016 | Resources PDS | Procurement Strategy - Think Local | Richard Howroyd Tel: 01225 477334 | Strategic Director - Resources |
| 14TH SEPTEMBER 2016 | | | | |
| 14 Sep 2016 | Resources PDS | Communications | Jonathan Mercer, David Trethewey Tel: 01225 477449, Tel: 01225 396353 | Strategic Director - Resources |
| ITEMS TO BE SCHEDULED | | | | |

| Ref Date | Decision Maker/s | Title | Report Author Contact | Strategic Director Lead |
|---|------------------|---|--------------------------------------|--------------------------------|
| | Resources PDS | Equalities and Performance Impacts of Strategic Spending Review | David Trethewey Tel: 01225 396353 | Strategic Director - Resources |
| The Forward Plan is administered by DEMOCRATIC SERVICES : Michaela Gay 01225 394411 Democratic_Services@bathnes.gov.uk | | | | |

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