

Democratic Services

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Date: 25 August 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, 2nd September, 2015

You are invited to attend a meeting of the **Resources Policy Development and Scrutiny Panel**, to be held on **Wednesday, 2nd September, 2015** at **4.45 pm** in the **Guildhall**.

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.

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

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

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

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

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

7. Emergency Evacuation Procedure

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

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

Resources Policy Development and Scrutiny Panel - Wednesday, 2nd September, 2015

at 4.45 pm in the Guildhall

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. COMMUNITY ASSET TRANSFER UPDATE (Pages 13 - 14)

There will be a verbal update on the policy and progress regarding Community Asset Transfer. (20 minutes)

A table on the status of the Community Asset Transfers currently being progressed is attached.

9. HOW COUNCIL CONNECT WORKS (Pages 15 - 26)

A presentation is attached regarding Council Connect, how it works and the process for tracking and feedback following a service request being made. (45 minutes)

10. COMMERCIALISATION - INTRODUCTION AND UPDATE (Pages 27 - 38)

A presentation is attached which gives an introduction on how commercial the Council is now and what is the future potential. (30 minutes)

11. CABINET MEMBER UPDATE

The Cabinet Member will update the panel on any relevant issues. Panel members may ask questions (5 minutes)

12. PANEL WORKPLAN (Pages 39 - 42)

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. (5 minutes)

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

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BATH AND NORTH EAST SOMERSET

RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

Wednesday, 22nd July, 2015

Present:- Councillors Sarah Bevan (Chair), Bob Goodman (Vice-Chair), Christopher Pearce, Fiona Darey and Dine Romero

1 WELCOME AND INTRODUCTIONS

The Chair welcomed everyone to the meeting.

2 EMERGENCY EVACUATION PROCEDURE

The Democratic Services Officer drew attention to the emergency evacuation procedure.

3 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Councillors Becker, Barrett and Furse had sent their apologies to the Panel. Councillors Fiona Darey and Dine Romero were substitutes for Councillors Barrett and Furse.

4 DECLARATIONS OF INTEREST

There were none.

5 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

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

There were none.

7 PRESENTATION BY DIVISIONAL DIRECTORS

The Chair invited Andrew Pate (Strategic Director for Resources) and his Divisional Directors to give their presentations as part of the "Introduction to the Resources remit".

The aim of those presentations was to help PDS Resources Members to get an overview of the scope of activity with the remit of the Panel. This may also help the Panel to shape its workplan.

The Chair informed the Panel that she would welcome questions from Panel Members after the last slide in the presentation.

Andrew Pate started the presentation by advising the Panel on services that were sitting in his directorate, Divisional Directors who were reporting to him, teams in each service and Cabinet Members whose portfolio would include teams and services from Resources directorate. He also took the Panel through the staffing and budget for each service within Resources directorate.

Derek Quilter (Divisional Director Property and Project Delivery) gave a quick summary of his service: management of approx. 1,200 property assets, commercial estate generating £15M income, project delivery managing capital projects to cost and programme, plus provision of school meals, cleaning and print services via Traded Services; interesting facts about the service; and, current significant projects.

David Trethewey (Divisional Director for Strategy and Performance) gave a quick summary of his service: work with local communities, communication and consultation, partnership working, sustainability and climate change tackling, corporate policies and frameworks implementation and scrutiny of services; people and teams in the service; recent achievements by the Strategy and Performance; Interesting facts; and, priorities and challenges.

Ian Savigar (Divisional Director for Customer Services) explained what Customer Services do, service teams structures and their remits, strategic roles of the service the one stop shops, libraries, Council Connect, CCTV, emergency planning, registrars, council tax and business rates collection, benefits and welfare reform, service reviews and customer standards;, plus interesting facts, achievements and challenges.

Tony Bartlett (Head of Business Finance & Pensions), who was at the meeting on behalf of Tim Richens (Divisional Director for Business Support), gave a quick summary of the service by highlighting service teams structures and their remits including: corporate finance and accountancy, transactional financial services, procurement, assurance and Audit West partnership, information management and FOI's, ICT service and projects , Section 151 Officer responsibilities, , facts about Avon Pension Fund, map of the West of England region showing how this relates to City deal and business rates retention, interesting facts, recent achievements, where the Council spends money and gets money (£321.1m) from and challenges ahead.

A full copy of the presentation 'Resources remit for the PDS' is attached to these minutes – the services in scope for the panel are denoted on the opening slide, as are the relevant portfolio holders.

Councillor Dine Romero asked if the £38m of identified savings would be coming out of the £100m of what was left from the current spend. Tony Bartlett responded that £38m of saving would have to be found from ongoing money. The £100m was simply a cash balance not an underspend and so affected temporary investments rather than ongoing budgets.

Councillor Chris Pearce asked if it was true that sixty percent of the commercial and retail property has been owned by the Council.

Derek Quilter replied that the Council owns sixty percent of retail units at the core centre of Bath, with full or part interest.

It was **RESOLVED** to note presentation.

8 CORPORATE PLAN AND FINANCIAL PLAN

The Chair invited David Trethewey to give the presentation.

David Trethewey said that the Corporate Strategy has been built around the core commitments (increasing efficiency, new homes and jobs, transport, young people, cleaner, greener and healthier local communities, greater independence for older people) outlined and agreed by Cabinet at their meeting in July 2015.

The Strategy identifies four corporate priorities which would deliver on these commitments and would form Council's focus over the next 4 years as as part of the 2020 vision:

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

David Trethewey also what were drivers behind the Strategy, timetable for the development of the Strategy and what part Policy Development Scrutiny Panels should have in the development of the Strategy.

A full copy of the presentation from David Trethewey is attached to these minutes.

Councillor Dine Romero asked for clarification on what is a convention when seeking additional expenditure for ideas that were within the remit of another Policy Development and Scrutiny Panel.

Andrew Pate responded that broad principle was that Panel with the proposal on the table should look within own remit. However, if the funding idea was coming from the remit of another panel then there would have to be some sort of joint work between two, or more, Panels.

Councillor Dine Romero asked what would be exactly covered within Cabinet's commitment to young people.

Councillor Charles Gerrish (Cabinet Member for Finance and Efficiency) said that he would come back with an answer to Councillor Romero.

Councillor Romero said that webcasting of some meetings in the Council costs £15k and asked how much it would cost to webcast all meetings in the Council.

David Trethewey responded that some estimates had been calculated but that he did not have exact figures with him, so he would come back with an answer to Councillor Romero.

Councillor Fiona Darey asked about the procurement process for jobs in the project delivery and property area.

Derek Quilter explained that the projects were advertised and those that responded were assessed then shortlisted.

Councillor Chris Pearce asked what would be his exact responsibility as Policy Development and Scrutiny Member, and how would he be expected to scrutinise Corporate Strategy and Financial Plan – just by listening and asking questions.

Andrew Pate said that scrutiny process meant to be non-political and the role of the PDS had been to influence the Cabinet and Cabinet Members with the comments, suggestions and recommendations.

It was **RESOLVED** to note the presentation.

9 PERFORMANCE MANAGEMENT UPDATE

The Chair invited Steve Harman (Strategic Performance Manager) to give a presentation.

Steve Harman said that a Performance Management Framework (PMF) had brought together the strategies, plans, policies and performance measures that enable residents, Members, managers and other stakeholders to see how the Council 'measures up' in comparison to its own previous performance and in comparison to other Councils. Steve Harman also explained to the Panel what the national picture was before 2010, and what is it post 2010, what is the National Code of Transparency, what are key PMF components, corporate reporting arrangements mechanism, members and performance and the role of the PDS.

A full copy of the presentation from Steve Harman is attached to these minutes.

It was **RESOLVED** to note the presentation.

10 CABINET MEMBER UPDATE

Councillor Charles Gerrish highlighted the following points in his update:

- In depth review to look into current financial position. Councillor Charles Gerrish will be assisted by Councillor Paul May for this review.
- A number of Community Asset Transfers set by the previous Cabinet would continue.
- Potential of retail units in Keynsham.

The Chair thanked Councillor Gerrish for an update.

11 PANEL WORKPLAN

The Panel debated the future workplan, and also timings for future meetings.

Members of the Panel agreed that meetings should start at 4pm or 5pm on Wednesdays.

Senior Democratic Services Officer had asked the Panel to consider that Wednesdays are quite busy with other meetings in the Council (Cabinet, Health and Wellbeing Board, Development Management, Special Council, area forums). He also said that he would communicate with the Panel timings of the September meeting.

The Panel **RESOLVED** to include the following items in the plan:

- Community Asset Transfer update (Sep 2015)
- Council Connect (Sep 2015)
- Use of Consultants and Agency Staff - Update on Task and Finish Group (date to be confirmed)

The meeting ended at 11.55 am

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

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RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL – 2 SEPTEMBER 2015 – COMMUNITY ASSET TRANSFER UPDATE

Property	Proposal	Current Stage
Beacon Hall/Beacon Field, Peasedown St John	50 year lease of Beacon Hall and field to Peasedown St John Parish Council	Lease Completed
Chapel Arts Centre, St James Memorial Hall, Bath	Sale of freehold, subject to restricted covenants	Sale completed 6 August 2014
97-101 Walcot St, Bath	99 year lease to Genesis with provision for total refurbishment of the premises.	An assessment will shortly commence of the community benefits to be provided by Genesis under the transfer along with the identification of certain activities and uses which are not to be carried out at the premises.
MSN Town Hall and various plots plus Orchard Vale Com. Centre	99 year lease to MSN Town Council	All terms now agreed for Town Hall lease and Orchard Hall.
Whisty Community Centre, Stoneable Road, Radstock	99 year lease to Whisty Community Association	Community Association are considering the terms
Alexandra Park Bowls Club, Bath	99 year lease to Alexandra Park Bowls Club	New committee members within Bowls Club are considering the terms.
Midsomer Norton Railway Station, Silver Street, Midsomer Norton	99 year lease to Somerset and Dorset Railway Heritage Trust.	Draft lease issued to the Trust.
Land at Kelston Rd, Bath	99 year lease of the existing Scout camp and adjoining fields.	Draft lease issued to the Scouts for agreement.
Percy Community Centre, New King Street, Bath	99 year lease to Percy Community Association	Draft lease to be issued to the community association.
Batheaston Gardens car park and WC block	99 year lease to Parish Council	New Parish Council are reconsidering the terms and may scale back their initial Plans.
Former Organ Works, Walcot Street	99 year lease to Bath Canoe Club	Draft lease to be issued to the Club for agreement
4 Abbey Street, Bath	16 year lease to 44AD, a newly established Community Interest Company.	44AD already in occupation under a short term licence. The entire Proposal is being looked at again since concern on both sides that the present proposal may not be sustainable for the business.
Timber Drying Shed, Spring Gardens Rd	Lease to River Regeneration Trust or in conjunction with the CRT.	Discussions are taking place between the Council, The River Regeneration Trust and the Canal and Rivers Trust.
Fairfield House, Newbridge, Bath	Transfer to a newly established Community Interest Organisation, eventually on a 99/125 year lease of the building, but initially on a short-term 1-2 year lease.	Terms of transfer under negotiation
Keynsham, The Paddock	Terms to be discussed for transfer to @One Community Trust to allow use by various community groups	Early stage of discussion with community group.
Cleveland Pools, Hampton Row, Bath	Long lease to Cleveland Pools Trust under consideration	Discussion ongoing with Trust

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An overview of how Council Connect works



The face and voice of the Council

Council's One Stop Shops and Contact Centre - making it easier for our customers to contact us through all channels.

Telephone, Email, Face to Face, Twitter or Online :

- Customers have one number to ring / one place to visit
- Can make multiple requests in one contact by phone & Face to Face many resolved in one call / visit
- One Stop Shops provide access to a number of external partners' services as well as Council services.
- Customers can talk to knowledgeable and trained members of staff
- Customers can make a payment or report something 24/7 on line
- When requests logged via Council Connect the customer history can be viewed enabling staff to provide more joined up service.



Council Connect...

Contact Centre

- 145,000 telephone calls & emails per year for 20+ service areas
- Uses 10+ systems concurrently, as well as responding to Council Connect tweets

With a team of

- 10 FTEs, 1 senior officer, 1 team leader

Online

- Almost 100,000 online payments are made

One Stop Shops

- 240,000 visits across 3 locations (Bath, KYN, MSN)
- 50,000 payments made using kiosks in the One Stop Shops
- Manage day to day 20+ external partners & 8+ internal partners

With a team of

- 30 FTEs , 4 senior officers, 2 Team Leaders



Council Connect - what is it?

Council's One Stop Shops and Contact Centre

Customers' first point of contact for:

- **Highways** (potholes, roadworks, flooding, obstructions etc)
- **Waste Services** (recycling containers, garden /clinical / bulky waste etc)
- **Environment / Neighbourhood** (graffiti, litter, abandoned vehicles, fly tipping, pest control etc)
- **Traffic & Transport** (buses, concessionary travel, road safety, street closures etc)
- **Library Services** (renew, reserve, general info)
- **Registrars Service** (appointments) – Contact Centre only
- **Feedback** (complaints, compliments, suggestions)
- **Housing** (general queries, Home Search)
- **Planning Enforcement**
- **Electoral Services** (general queries)
- **Discovery Cards** - OSS only
- **Parking fines / permits** - OSS only



Council Connect - what it does

Takes over 240,000 customers' requests and either:

Resolves there and then eg:

- Answers the customer's general query or signposts elsewhere.
- Issues Discovery cards, Concessionary Travel cards
- Renews, reserves library books
- Takes a payment
- Provides advice/help on Homesearch
- Issues parking permits, take payments for fines (PCNs)

Or takes information and sends request to service team for completion eg:

- Job request automatically generated for service teams to action.
- Appointment booked for meeting / delivery
- Complaint, Compliment or Suggestion passed to the relevant Customer Feedback officer.
- Email sent to 'out of scope' teams (ie we don't have an agreement to manage their customer contacts).



Council Connect - what it doesn't do

It cannot fully complete or resolve a request when further activity is required by a service team



For example:

- Fill a pothole or grit bin
- Mend a street light
- Inspect / cut verges
- Remove obstructions
- Deliver a recycling box
- Investigate a service specific complaint
- Remove an abandoned vehicle



Council Connect – excluded services

We don't manage customer contacts for:

- Adult services
- Children's services
- Education
- Heritage (except discovery cards)
- Property Services
- Some specialist environmental areas (eg noise nuisance)
- Planning (apart from enforcement)

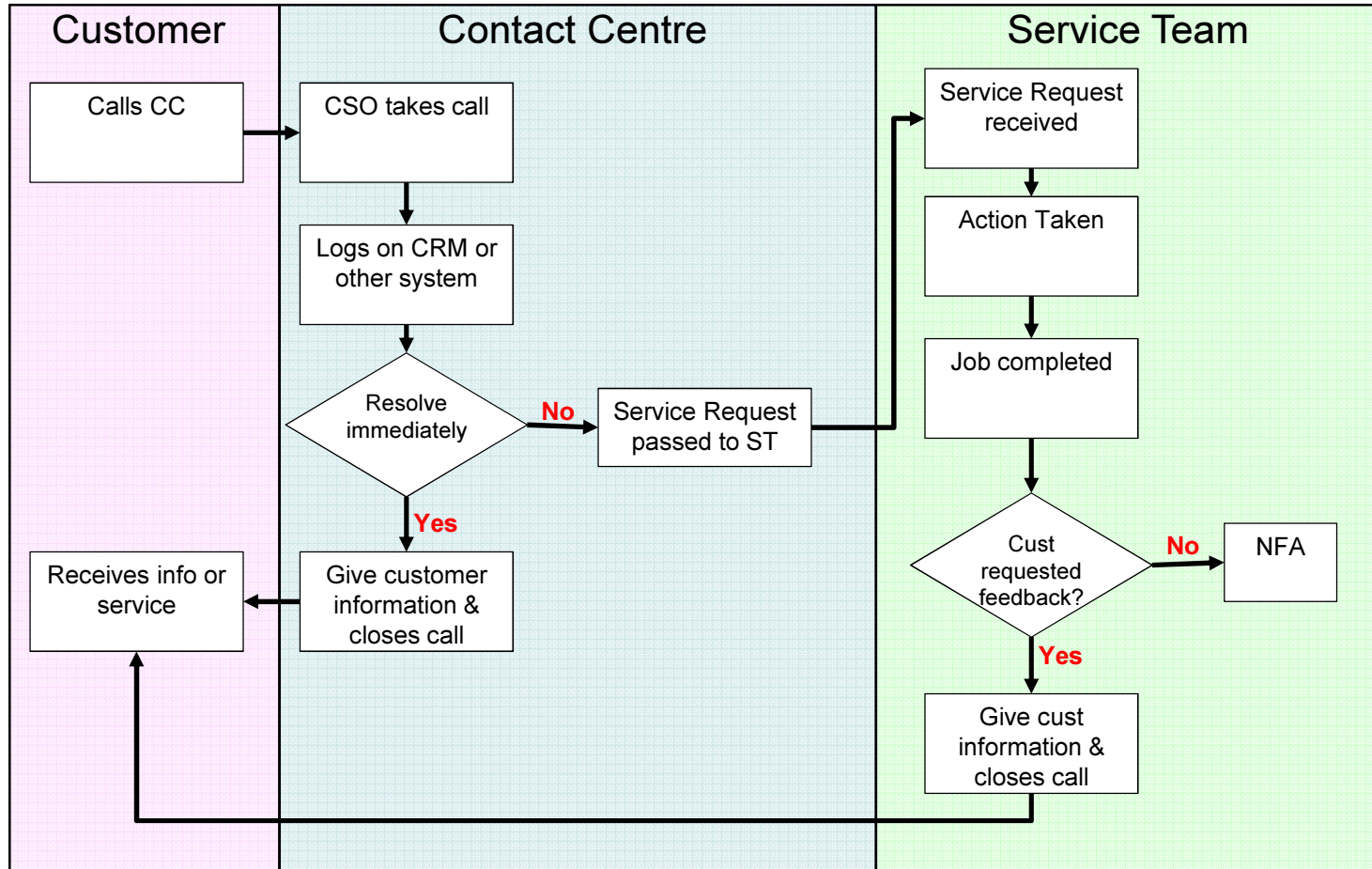
What we do if customers for these services contact us:

- Signpost (advise who to contact and how)
- Put call through to the service concerned.
- Email or otherwise notify the service that a customer wishes to have contact with them



Council Connect – how it works

Service Request flow



CC = Contact Centre
CSO = CS officer
ST = Service Team
Cust = Customer

Council Connect – working with our service partners

Where we have agreements to manage customer contacts for internal or external partners, we:

- Agree service levels & how we are going to work together
- Hold regular meetings with our service partners to confirm customer delivery standards and/or changes
- Ensure we have clear channels of communication & escalation to resolve issues
- Monitor, produce reports and statistics to help support decisions
- Use feedback to make service improvements, efficiency savings or policy changes
- Ensuring we put the customer at the heart of what we do



We are working together to make these even better.

Council Connect – valuing feedback

Could be better... and we're working jointly with our service colleagues to improve:

- Service levels during busy periods
- Service requests which are not always actioned within agreed timescales. This sometimes leads to customers chasing again or complaints
- Flow of information between systems not always as comprehensive as it could be
- No single view of contacts, if the request isn't raised through Council Connect
- We are not always keeping pace with customers' changing expectations of digital channels



Customer First means...



“

I should like to compliment your colleague Chris who took a call from me on 11 August regarding a dangerous manhole cover which transpired to be a BT cover ...I'm informed that today, just 6 days later this has now been fully repaired for which I am very grateful ...Thank you so much to Chris for pushing this through professionally and promptly-very much appreciated.

”

“

Thank you @ccbathnes for your prompt attention to the above request. Very impressed that the pot hole is filled in already - Top service!

”



Council Connect - overall customer satisfaction rates

83%

*(Satisfaction levels rated by our customers
as satisfactory, good or excellent.)*



*UKCSI July 2013 National Benchmarking;
Overall Satisfaction rate for Public Services (Local) is **73.6%***



How far can we commercialise public services?

Tim Richens

DD – Business Support

Our Organisational Focus



Growth &
prosperity



From Reactive to
Preventative



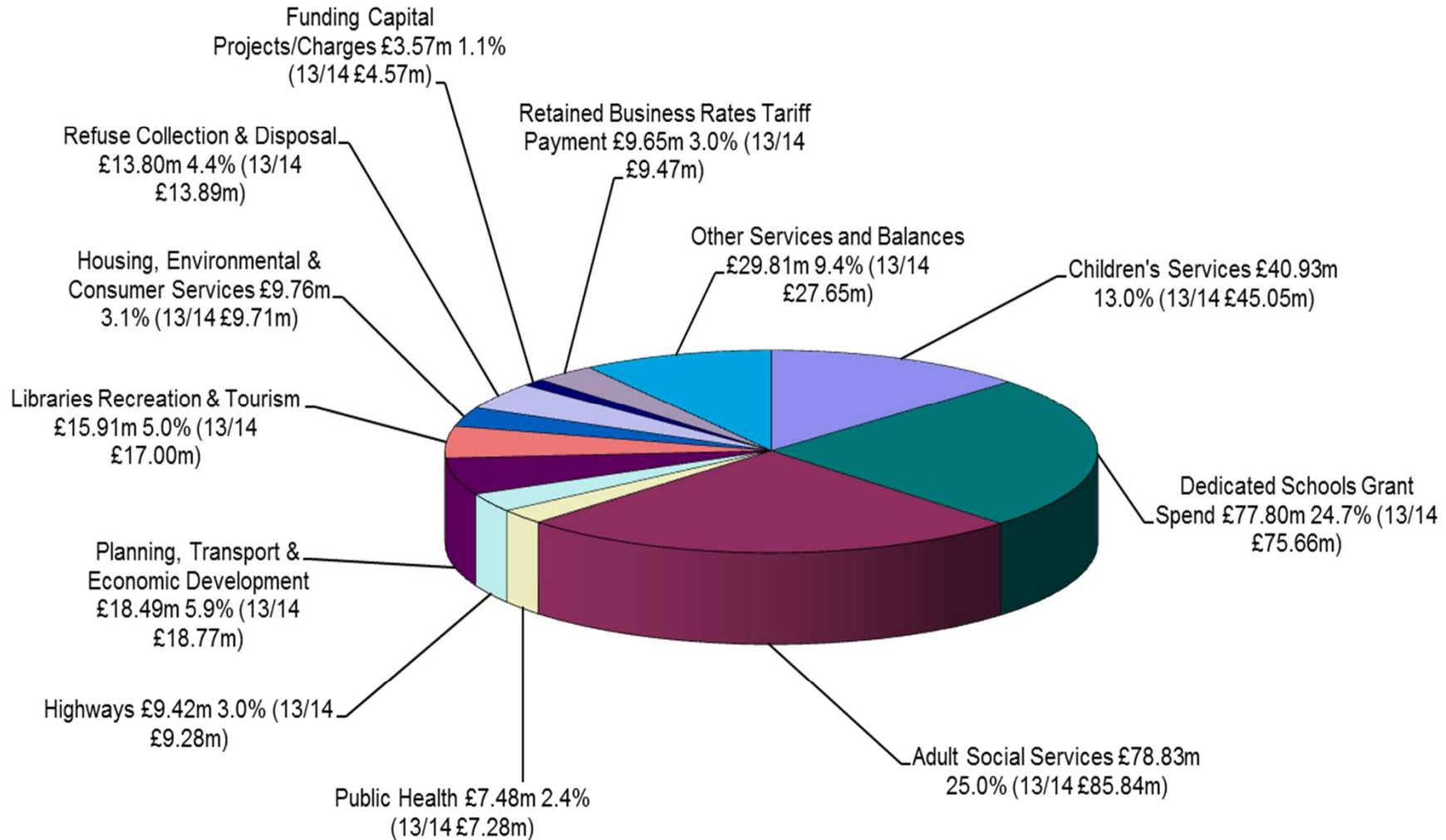
Customer and
Community Focus



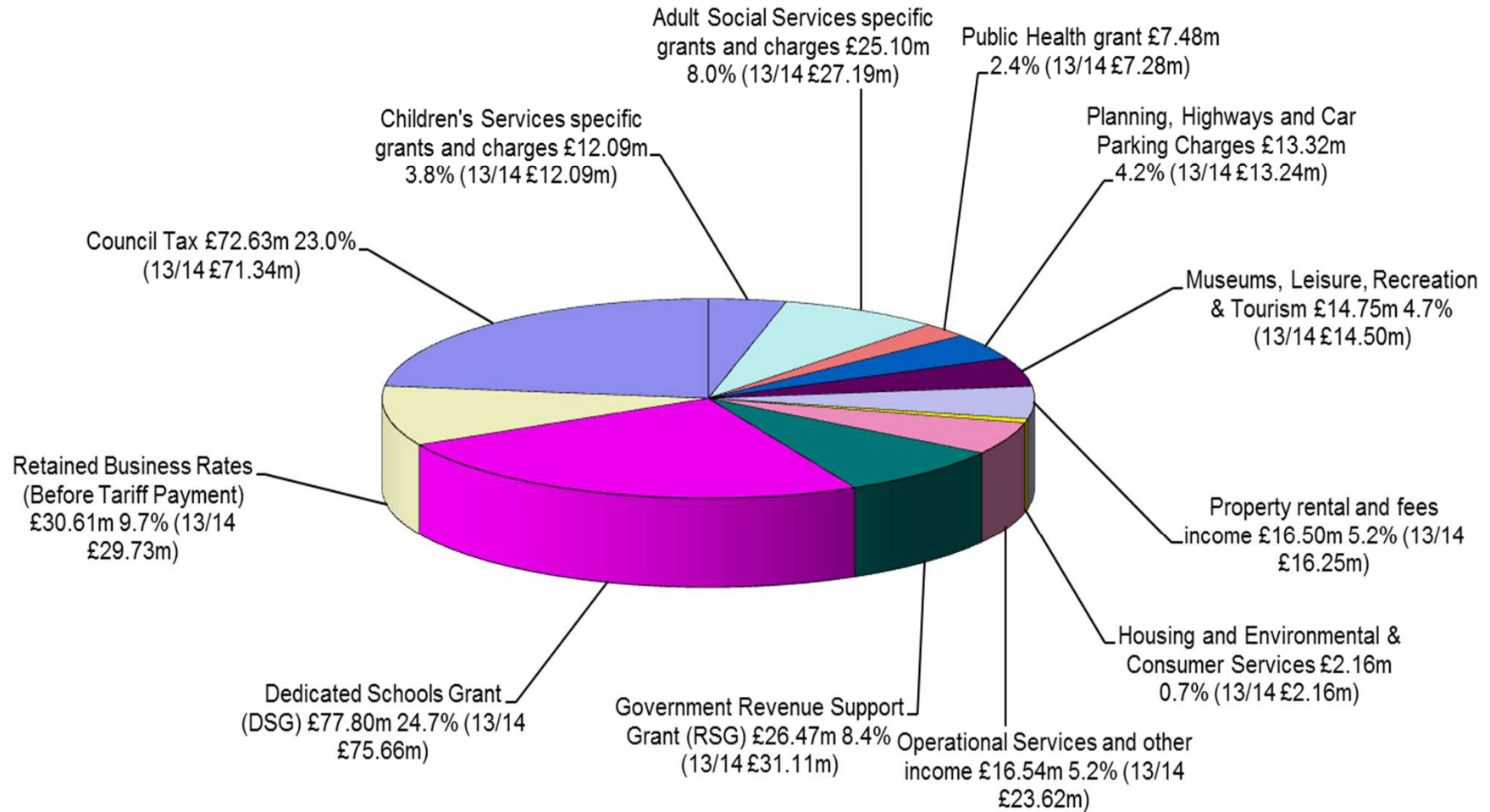
Our successful
business

Bath and North East Somerset – *The place to live, work and visit*

Where the Council spends money 2014/15 - £315.5m - gross spend before taking account of income








Where the money comes from to pay for all the services 2014/15 - £315.5m



Statutory Framework

- Many activity fees and charges governed by specific regulations e.g. planning, licensing, environmental protection, adult services etc.
- Some specific powers around Commercial Estate, Heritage, Parking, Leisure etc.
- Pre-2011 all other trading and commercial activity generally limited by Goods and Services Act – ability only to trade at “spare capacity”.
- Localism Act 2011 provided Council’s with a range of powers – General Power of Competence
- New commercial activity allowed but must be delivered via a Company or Community Benefit Society

Income 2014-2015

				
Parking Income £9.8m	Commercial Estate £15.1m	Crematorium £940k	Pre-app Planning Advice £98k	Guildhall functions £170k

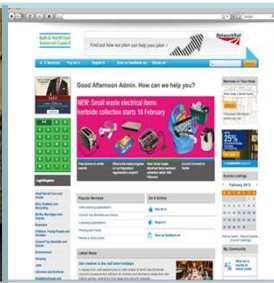
Income 2014-2015



Building
Control
£429k



New retail
units
Keynsham
(will be £240k
going
forwards)



Advertising
£106k



Council run
museums
and
galleries
£15m



Letting
office
space to
partners
£448k



Thermae
Spa £770k

West of England City Region Deal- Growth Incentive

Two separate but linked parts

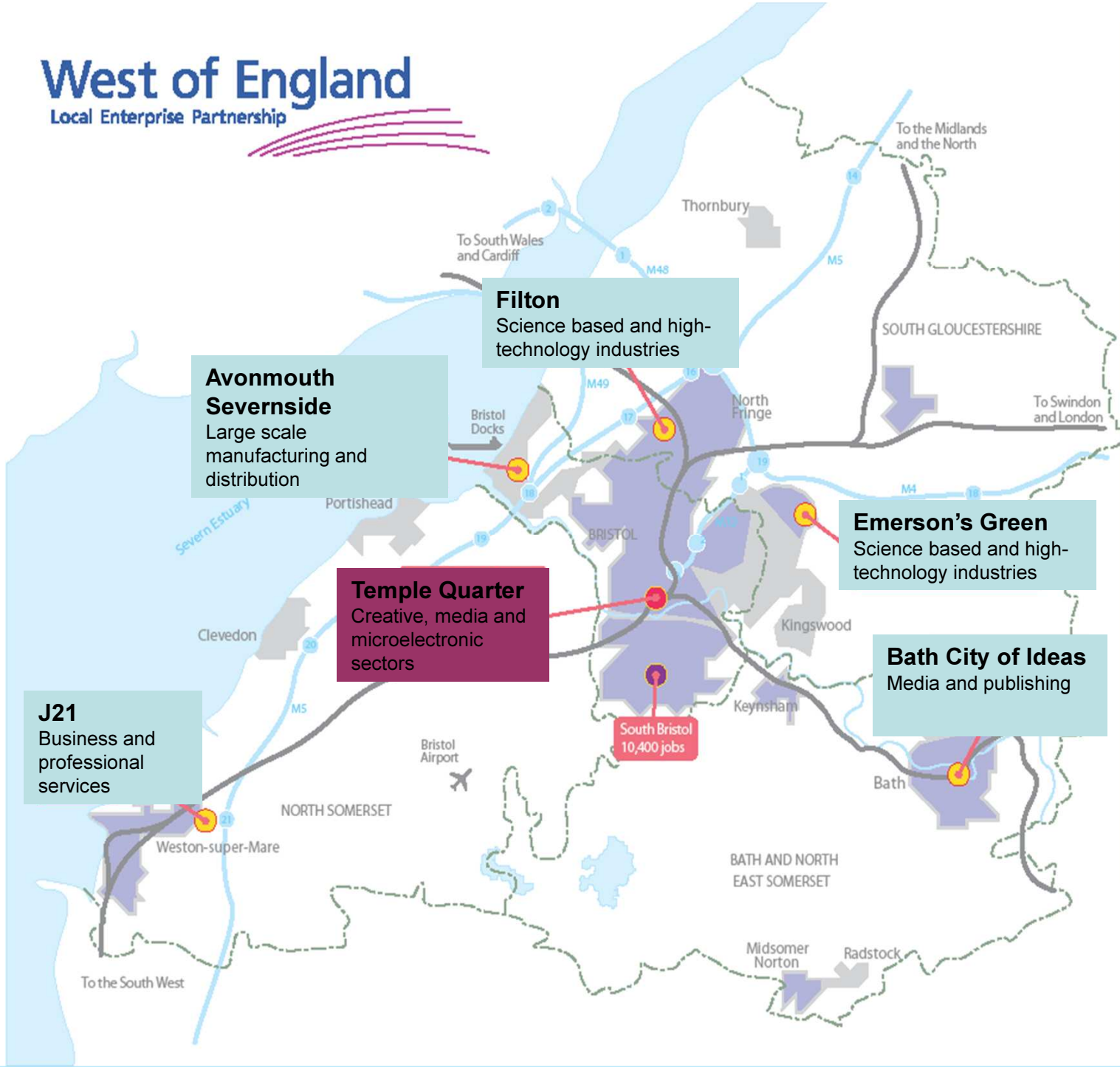
- £1.17 bn Growth Incentive Proposal – NDR Pool (4 U.A.s)
- £1 bn Economic Development Fund (LEP)

Pool distribution

- Ensuring no individual council is worse off & operating costs
- Investment in projects which promote economic growth
- Assistance with demographic pressures as a result of economic growth

West of England

Local Enterprise Partnership



Key:

Existing Network:

- Motorway
- Local Authority Boundary

New Homes and Jobs, 2006 - 2030:

- Enterprise Zone
- Enterprise Areas
- Other Major Employment Site
- Priority Growth locations



Opportunities



City street furniture
and ICT wireless
networks



Energy Company



Solar Panels on
roofs- hydro- B&W
Community Energy



Hotel development
company



Health sector
property
development



Housing
development
company



Trading Companies



Tourism related
charges – legislation



Regeneration
related development



More commercial
estate acquisitions

What we are doing

- Use of cash flow.
- Lean reviews.
- Simplifying and Standardising.
- Shared services.
- Bringing some services back in house.
- Externalising others eg leisure.
- Asset transfers.
- Training to develop commercial skills and business partnering
- Strategic Review identifying ideas and opportunities.

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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
2ND SEPTEMBER 2015				
2 Sep 2015	Resources PDS	Community Asset Transfer Update	Richard Long Tel: 01225 477075	Strategic Director - Resources
2 Sep 2015	Resources PDS	Customer Services and Council Connect - Introduction	Ian Savigar Tel: 01225 477327	Strategic Director - Resources
2 Sep 2015	Resources PDS	Commercialisation - Introduction and Update	Tim Richens Tel: 01225 477468	Strategic Director - Resources
25TH NOVEMBER 2015				
25 Nov 2015	Resources PDS	Medium Term Plans - Resources PDS Panel	Tim Richens Tel: 01225 477468	Strategic Director - Resources
20TH JANUARY 2016				
8TH FEBRUARY 2016				
8 Feb 2016 16 Feb 2016	Resources PDS Council	Medium Term Service & Resource Plan 2016/17 - 2019/20 & Budget & Council Tax 2016/17	Tim Richens Gary Adams Tel: 01225 477468 Tel: 01225 477107	Strategic Director - Resources
ITEMS TO BE SCHEDULED				

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
	Resources PDS	Use of Consultants and Agency Staff - Update on Task and Finish Group	Richard Howroyd Tel: 01225 477334	Strategic Director - Resources

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

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