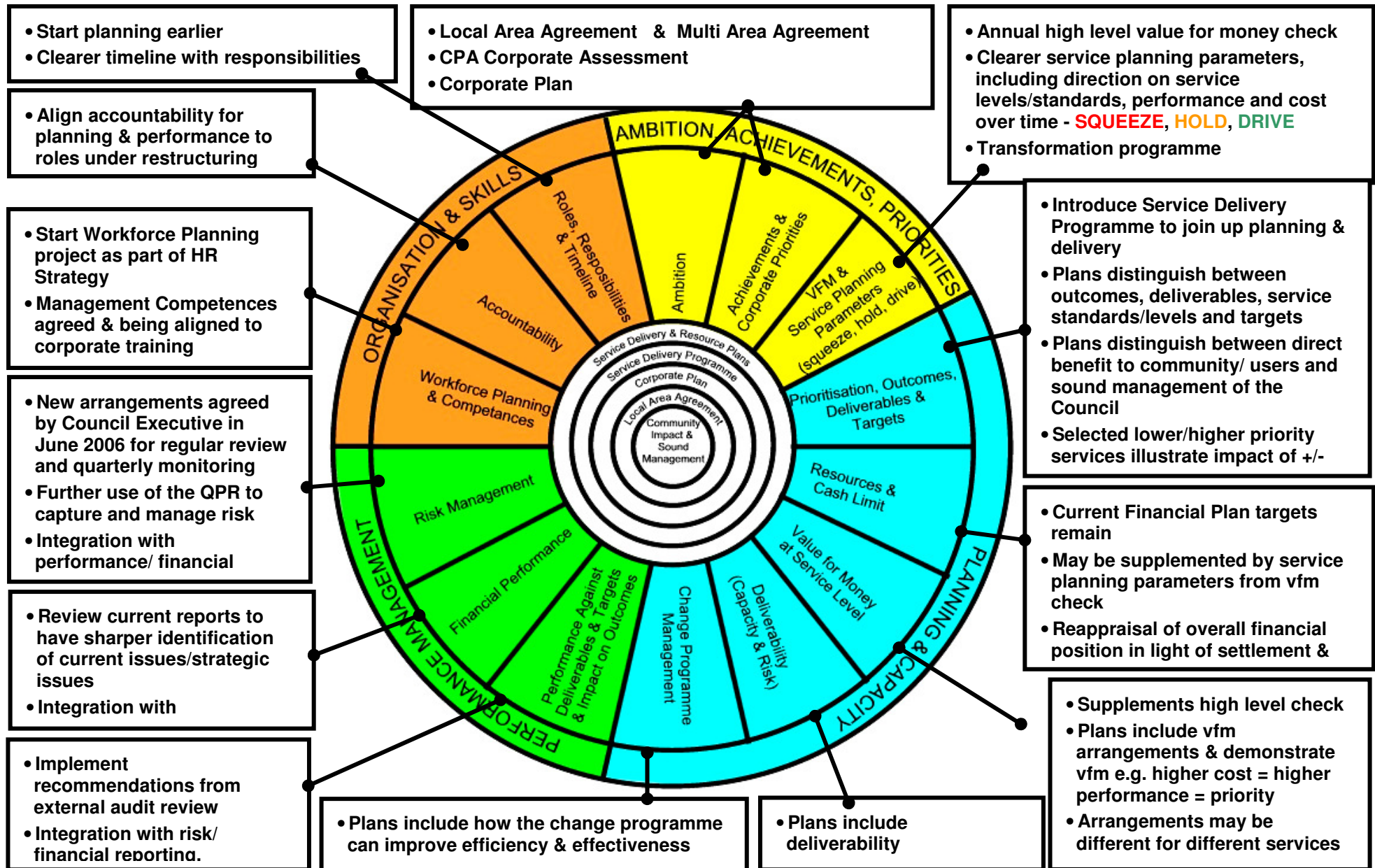


Appendix 1, attachment 1: The Framework for Service Delivery and Resources planning and Summary Changes



Appendix 1, attachment 2

The main projects in the transformation (change) programme include:

Business Improvement Service Putting in place cutting edge systems and technology to be more effective and efficient.

Change for Children Making sure we make the right changes to comply with the new Children Act.

Community Resource Centres Building new and better centres for elderly persons.

Council/PCT Integration Improving services for people by integrating the commissioning and provision of council and NHS services for adults and children; and through creating a joint Public Health service for Bath & North East Somerset.

Customer Access Programme Getting our services to our customers when they want it, how they want it.

Culture Development Project Building our capacity to meet the challenges ahead with a 'can do' attitude and flexibility towards change. Bringing the organisations' values to life so that we all work more efficiently, effectively and courteously:

Human Resources Strategy Making sure our staff - you - are trained, equipped and supported effectively.

Local Area Agreements Providing better co-ordinated and more effective services for communities - services that really reflect local priorities and address local needs.

WorkSMART Flexibility for our customers and staff in where, when and how we work. Also through the long-term office accommodation project the Council will work to get better value from its investment in office accommodation and internet technology by introducing some shared use of office space (via hot-desking), reducing the number of different office locations for archives by moving to electronic records where possible and introducing further flexible working initiatives.

Appendix 1, attachment 3

Service High Level Prioritisation (Squeeze, Hold & Drive) - Adult Social Services and Housing

Key: s = Little Squeeze S = Big Squeeze H = Hold D = Drive

Service	Performance		£'s		Rationale/Evidence
	2008/09	Future Years	2008/09	Future Years	
Adults – Older People	D	D	H	D	<ul style="list-style-type: none"> Expenditure is below average with population 85+ increasing. Recent older peoples inspection stated that council spend per capita on older people was around 6% less than the comparator group average. Investment will be made when funding can be released from Mental Health services
Adults – Learning Difficulties	D	D	H	H	<ul style="list-style-type: none"> Expenditure was above average but now nearer benchmark due to the major service change that is taking place including the re-commissioning of high cost placements and rationalisation of day services. This area is a national financial issue and given the demographic pressures will be an achievement to hold the expenditure.
Adults – Mental Health	D	D	H	S	<ul style="list-style-type: none"> This service is overspent and relatively poor performing. MH service redesign is taking place and in the interim to bring expenditure back within budget is the priority. In the longer term as expenditure on adults benchmarks above average it is intended to reduce the budget.
Housing	H	H	H	H	<ul style="list-style-type: none"> This is a small service that performs well
Community Learning	H	H	H	H	<ul style="list-style-type: none"> This is a small service which is reliant on grant funding and national priorities.
Employment Development	D	D	H	D	<ul style="list-style-type: none"> This is a small service. Investment in this area supports the social inclusion and independence agenda.

Attachment 3: Service High Level Prioritisation (Squeeze, Hold & Drive) – Children’s Services

Key: s = Little Squeeze S = Big Squeeze H = Hold D = Drive

Service	Performance		£'s		Rationale/Evidence
	2008/09	Future Years	2008/09	Future Years	
Admissions	H	H	s	s	• Drive out further efficiency savings as a result of electronic systems.
Home to School Transport	H	H	s	H	•
Heath & Safety	H	H	s	H	•
Capital Team	H	D	H	H	• BSF and Primary Funding will enable Drive in 2009>
Finance Team	H	H	H	H	•
Student Awards	H	H	s	S	• Central Government takes provision from 2009>
Human Resources (Schools)	H	H	H	H	•
Data Management	d	D	H	H	• Introduction of ContactPoint
Planning and Performance	H	H	H	H	•
Youth Service	D	D	S	H	• Reviewing Service to bring spend in line with Unitary average
Placements for children and young people in care	H	H	H	H	• Numbers maintained at low level compared to like authorities
Safeguarding Children	H	D	H	H	•
Children in need services	D	D	s	s	•
Integrated Youth Support Service	H	D	H	s	•
School Improvement & Achievement	H	H	H	H	• National strategies evaluation and APA
Early years & extended services – Family Support	D	D	S	H	•
Inclusion Support	H	D	H	H	• APA evaluation
Specialist Behaviour Service	D	H	H	H	•

Appendix 1, Attachment 3: Service High Level Prioritisation (Squeeze, Hold & Drive) – Support Services

Key: s = Little Squeeze

S = Big Squeeze

H = Hold

D = Drive

Service	Performance			£'s			Rationale/Evidence
Revenues (Council Tax/ NNDR)	H	H	H	s	s	s	<ul style="list-style-type: none"> About average cost Council Tax collection rate nearly 99% - drop will affect whole Council
Benefits Admin	H	H	H	s	s	s	<ul style="list-style-type: none"> Current 3* service Average cost; good performance Issue re: Housing and cost of benefits
Customer Access/ Transformation/ HBS	D	D	D	S	S	S	<ul style="list-style-type: none"> Ad hoc development indicates scope for rationalisation while supporting improvement SOCITM benchmarking shows high cost ICT Commitment from HBS to carry on planning for savings
Commercial Estate	D	D	D	S	S	S	<ul style="list-style-type: none"> Change calculations of SS target for this. It is a corporate resource any target should be added to everyone's problem not just SS just as any benefit is shared. Need business plan as per Heritage to include 5 year projections of income and cost to improve transparency (Further evidence is required of cost versus performance)
Repairs and Maintenance	H	H	H	s	s	s	<ul style="list-style-type: none"> Not all critical category works catered for in current budget Standstill position vis a vis backlog (More evidence is required)
Property – Other	D	D	D	s	s	s	<ul style="list-style-type: none"> Emphasis to be found on strategic asset management and capital receipts (Further evidence is required of cost versus performance)
Finance	D	D	H	S	S	S	<ul style="list-style-type: none"> Payments and income – reasonable performance/low cost. Other financial services appear high cost – average performance measured by CPA
Traded Services							<ul style="list-style-type: none"> Much progress made in this year Need to do options to break even and get out of non core

Service	Performance			£'s			Rationale/Evidence
							business
Audit, Risk & Emergency Planning	H	H	H	s	s	s	<ul style="list-style-type: none"> Low cost Reflect risk of core audit not being maintained due to level of investigations in reserves strategy
Policy and Partnerships - The Unit itself	D	D	D	s	s	s	<ul style="list-style-type: none"> Partnership working is the future and we have issues re: effectiveness of working across the Council Equalities remains a priority

Appendix 1, Attachment 3: Service High Level Prioritisation (Squeeze, Hold & Drive) – Tourism, Leisure & Culture Key: s = Little Squeeze S = Big Squeeze H = Hold D = Drive

Service	Performance		£'s		Rationale/Evidence
	2008/09	Future Years	2008/09	Future Years	
Arts Programme	D	D	S	S	Ensuring value for money, driving discipline into investment process, spreading benefit across B&NES.
Heritage Service	H	H	s	s	Responding to a challenging market and investing to protect future year's returns as a significant revenue stream for the Council.
Sport and Leisure	D	D	s	s	Protecting strong external funding support but driving performance of the Leisure Contract to promote Active Life styles more widely and engage in childhood obesity programmes.
Libraries and Information	D	D	S	S	Redesign Library Service in line with best practise - positioning libraries as the centre of communities.
Tourism and Destination Management	H	H	s	s	BTP - Recognised as effective and representing good industry practise in the industry, secures good levels of external funding.

Appendix 1, Attachment 3: Service High Level Prioritisation (Squeeze, Hold & Drive) – Planning & Transportation

Key: s = Little Squeeze S = Big Squeeze H = Hold D = Drive

Service	Performance		£'s		Rationale/Evidence
	2008/09	Future Years	2008/09	Future Years	
Transport Developments, Design & Safety	H	H	s	s	<ul style="list-style-type: none"> Transfer of project development to delivery as GBBN with Bath Package (revenue to capital). Respond to RSS
Transport Policy (inc Bus Support & Concessionary Fares)	D	H	D	H	<ul style="list-style-type: none"> National scheme introduction will add passengers' number to already under funded service, potential mitigation through special grant.
Park & Ride	H	H	S	s	<ul style="list-style-type: none"> Increased prices in line with Bristol
Planning Service	D	D	s	s	<ul style="list-style-type: none"> New delegations and efficiencies with Heritage & Environment Team
Building Control & Land Charges	H	H	H	H	<ul style="list-style-type: none"> Trading services to hold market share in light of external competition.

Appendix 1, Attachment 3: Service High Level Prioritisation (Squeeze, Hold & Drive) – Environmental Services Key: s = Little Squeeze S = Big Squeeze H = Hold D = Drive

Service	Performance		£'s		Rationale/Evidence
	2008/09	Future Years	2008/09	Future Years	
Highways Network Maintenance	H	H	D	s	<ul style="list-style-type: none"> Better methodology will determine capital expenditure necessary to maintain steady condition of roads. Additional costs expected as revenue contract expires Sept 08
Transport & Fleet	H	H	s	s	<ul style="list-style-type: none"> More integrated approach and systematic reviews will identify efficiencies for client services
Customer Services Overheads	H	H	H	H	<ul style="list-style-type: none"> Senior management and recharges, no scope as controlled elsewhere
Parking	D	H	S	s	<ul style="list-style-type: none"> Increased productivity and performance, to result in higher income. Price increases to rationalise approach
Cleansing	H	D	H	s	<ul style="list-style-type: none"> Efficiencies will occur in medium term from Neighbourhood working approach including better relations with other agencies
Waste	D	D	D	D	<ul style="list-style-type: none"> LATS & Landfill Tax will increase cost; avoidance will require better recycling performance
Parks & Open Spaces	H	D	H	s	<ul style="list-style-type: none"> Efficiencies will occur in medium term from Neighbourhood working approach including better relations with other agencies
Public & Environmental Protection	H	H	H	s	<ul style="list-style-type: none"> Continued focus on achieving efficiency savings through new working methods

Appendix 1, Attachment 3: Service High Level Prioritisation (Squeeze, Hold & Drive) – Development & Major Projects

Key: s = Little Squeeze S = Big Squeeze H = Hold D = Drive

Service	Performance		£'s		Rationale/Evidence
	2008/09	Future Years	2008/09	Future Years	
Development & Regeneration	D	D	D	D	<ul style="list-style-type: none"> Managing the growth agenda Coordinating development projects and physical infrastructure Setting out regeneration delivery plans Acting as a gateway to the development industry Pursuing development negotiations Promoting high quality development within B&NES Growing and supporting the economy Coordinating the economic and environmental block of the LAA Acting as a conduit with public sector partner agencies The above are part of the Council's Key priorities to deliver sustainable growth
Project Management	D	D	s	s	<ul style="list-style-type: none"> Delivery of major construction projects Central point of control for Council wide project management

Appendix 1, Attachment 3: Service High Level Prioritisation (Squeeze, Hold & Drive) – Improvement & Performance

Key: s = Little Squeeze S = Big Squeeze H = Hold D = Drive

Service	Performance		£'s		Rationale/Evidence
	2008/09	Future Years	2008/09	Future Years	
Improvement & Performance	D	D	H	H	<ul style="list-style-type: none"> • <From O&S Scrutiny panel presentation>
					<ul style="list-style-type: none"> •
					<ul style="list-style-type: none"> •

Appendix 1, Attachment 4: BATH & NORTH EAST SOMERSET – Value for Money Programme
 (Note: Our approach is to embed vfm into processes, projects and services rather than a work stream in itself)

Attachment 4 to Appendix 1						
Arrangement/Project	Current Status	Timescales of Key Stages	We are interested in			
			Sharing Experience/ Business Case/ Information	Joint Review	Joint Solutions	Shared Services
PROCESSES						
<p>High level corporate consideration of value for money. Our start point is Audit Commission Profile then to drill down to</p> <ul style="list-style-type: none"> - cost - performance - local factors <p>End point is: Does the Service provide vfm Broad brush analysis leading to move work through the Service and Resources Planning Process</p>	<p>Analysis carried out and presented to the Corporate Performance and Resources Overview and Scrutiny Panel in September 2007, and to Executive in July 2006 (annual process)</p>	<ul style="list-style-type: none"> • Report in September leading to: <ul style="list-style-type: none"> - better defined service planning parameters (annex 3) - areas of focus to improve vfm - areas where better vfm arrangements need to be put in place - Service and Resources Planning 	✓	–	–	–
<p>Capital Programme Review of Processes; Inclusion of vfm in business</p>	<p>Review underway and arrangements</p>	<ul style="list-style-type: none"> • Report for July Executive report in time for next capital planning round 	✓	–	–	–

Attachment 4 to Appendix 1

Arrangement/Project	Current Status	Timescales of Key Stages	We are interested in			
			Sharing Experience/ Business Case/ Information	Joint Review	Joint Solutions	Shared Services
cases in 4 ways: <ul style="list-style-type: none"> • Vfm of fees vis a vis reference projects and historical data • Vfm of key costs eg construction vis a vis reference projects and historical data • Cost/time predictability • Cost/benefit analysis 	being put into place July - September					
WorkSMART – improving customer services by flexible time and location working and productivity improvement. Components include: <ul style="list-style-type: none"> • Process review • Reduction in accommodation (c.40%) • EDRMS/Workflow • Mobile working/landing sites/home working £30m project	Initial Business Case approved. Currently identifying savings in services to fund transitional costs. Procurement of EDRMS completed.	Full Business Case and Savings to fund transitional costs – annual review of cost versus returns. Project delayed in 2007 and being consolidated in 2008 into Transformation programme.	✓	–	✓	–

Attachment 4 to Appendix 1						
Arrangement/Project	Current Status	Timescales of Key Stages	We are interested in			
			Sharing Experience/ Business Case/ Information	Joint Review	Joint Solutions	Shared Services
E-procurement	In implementation		✓	✓	✓	✓
Customer Access Programme • BPR • CRM • Council/Connect/One Stop Shops	• CRM implemented • Programme of transferring services	3 year programme of transferring services.	✓	–	✓	–
Procurement – Agency Staff – Joint procurement with Wiltshire CC and four Wiltshire Districts. Saving c.25% of spend (£500k - £700k on £3m for B&NES)	In progress	Plan to go to a neutral master vendor by 2009.	✓	–	–	–
Managed Print – Provision of managed print service – rationalising of desk top printing. Savings C.£	Complete/in operation					
Data Storage Management:	In progress	Longer term storage management solutions via				

Attachment 4 to Appendix 1

Arrangement/Project	Current Status	Timescales of Key Stages	We are interested in			
			Sharing Experience/ Business Case/ Information	Joint Review	Joint Solutions	Shared Services
<ul style="list-style-type: none"> • Problem is 4% rise in electronic data storage per month • Short term solutions • Deleting files for leavers after starter period (saving £40k) • More powerful utilities (initial cost £30k saving £30k – using further functionality to produce further savings) • Limiting personal storage and more use of share files. 		EDRMS/WorkSMART				
Processes – Starter and Leaver co-ordination of information to implement actions in respect of staff starting and leaving the Council	Lean fundamentals review complete	Implemented				

Attachment 4 to Appendix 1

Arrangement/Project	Current Status	Timescales of Key Stages	We are interested in			
			Sharing Experience/ Business Case/ Information	Joint Review	Joint Solutions	Shared Services
Schools Reorganisation closure and amalgamation of primary and secondary schools to reduce spare places over period of years. Reinvestment of savings into planned maintenance	In progress – ongoing programme. All primary schools in Bath & North East Somerset are to be reviewed over the period September 2003 to May 2009.	Bath (North & Central), Bath (South & Central) and Keynsham already reviewed. Midsomer Norton ongoing (report Nov 07). Secondary review also commenced. For Secondary the review will take place in three phases. The first will look at the Keynsham and Chew Valley area, the second at the Bath area, and the third at schools in Midsomer Norton and Radstock.				
Pooling Independent Special School Placement Budgets between Education and Social Services to deliver more cost effective local delivery	Implemented from April 2005		✓	✓		
Pooled Budget for Learning Difficulties	Operational from April 2006		✓			

Attachment 4 to Appendix 1

Arrangement/Project	Current Status	Timescales of Key Stages	We are interested in			
			Sharing Experience/ Business Case/ Information	Joint Review	Joint Solutions	Shared Services
In-reach Nursing Pilot – Peripatetic team of nurses supporting older people in residential homes to prevent admission to nursing care or hospital.	Pilot working since 2005/06 to run until December 2007		✓			
Joint Waste Strategy/Procurement	Project Initiation/ discussion at sub regional level	Planning 2-3 years Procurement 2-3 years	✓	✓	✓	✓

Attachment 5 – Budget Movements 2004/05 – 2007/08

2007/08 Budget			
Things we are doing to produce headroom	£m	This is what we are doing with it	£m
Cashable Efficiency Savings (All Services)	3.163	Funding schemes and initiatives in improvement priority areas	1.122
Additional Service Income Generation (All Services)	2.915	Funding increased demand for services (Excl. Children's and Adult Services)	1.917
Service Reprioritisation (All Services)	5.316	Funding costs of new legislation / Government Initiatives (Excluding Children's and Adult Services)	0.830
Increasing Council Tax yield on 2006/07 (raises £69m in total) by 4.95%	3.330	Funding Children's & Adult Services	5.826
Additional formula grant (Revenue Support Grant and Redistributed Business Rates)	1.800	Increased transfers to reserves and Collection Fund deficit increase	0.944
Dedicated Schools Grant Increase	4.593	Funding unavoidable cost pressures, inflationary increases, pensions costs and single status costs in services (Excluding Children's and Adult Services)	5.885
		Increase in Dedicated Schools Grant (DSG) passed on to Schools	4.593
2007/08 Total	21.117	2007/08 Total	21.117

Attachment 5 – Budget Movements 2004/05 – 2007/08

2006/07 Budget			
Things we are doing to produce headroom	£m	This what we are doing with it	£m
Tempering growth in Education (Ed) and Social services (SS) and finding savings	2.454	Funding schemes and initiatives in improvement priority areas	2.010
Cashable Efficiencies (Excl Ed & SS)	1.912	Funding increased demand for services (Excl Ed & SS)	0.865
Additional Service Income Generation (Excl Ed & SS)	2.556	Funding costs of new legislation / Government initiatives (Excl Ed & SS)	1.547
Service reductions/re-prioritisation (Excl Ed & SS)	1.969	Increase in DSG passed on to Schools	5.691
Additional Grant Funding	0.221	Funding Social Services & Education	5.144
Dedicated Schools Grant increase (against 05/06 assumed base)	5.691	Collection Fund Adjustment to cover deficit	0.810
Increasing Council Tax yield on 05/06 (raises £66m in total) by 4.95%	2.772	Funding unavoidable cost pressures, inflationary increases and pensions costs in services (Excl Ed & SS)	4.217
Additional revenue support grant and other central funding changes	2.709		
TOTAL	20.284	TOTAL	20.284

Attachment 5 – Budget Movements 2004/05 – 2007/08

2005/06 Budget			
Things we are doing to produce headroom	£m	This what we are doing with it	£m
Tempering growth in Education and Social services and finding savings	2.135	Funding schemes and initiatives in improvement priority areas and reinvesting service savings	3.618
Finding Other Service Savings	3.779	Funding schemes to generate organisational improvement and headroom	0.137
Additional Grant Funding	0.963	Funding Social Services & Education	11.147
Increasing Council Tax yield on 04/05 (raises £63m in total) by 4.75%	3.078	Funding unavoidable cost pressures, statutory duties, demographic growth and costs in all other services	3.386
Additional revenue support grant and other central funding changes	8.332		
TOTAL	<u>18.287</u>	TOTAL	<u>18.28797</u>

Attachment 5 – Budget Movements 2004/05 – 2007/08

2004/05 Budget			
Things we are doing to produce headroom	£m	This what we are doing with it	£m
Tempering growth in Education and Social Services	1.354	Funding schemes and initiatives in improvement priority areas and reinvesting service savings	1.446
Finding savings in Education and Social services	3.075	Funding schemes to generate organisational improvement and headroom	0.250
Finding Service Savings	1.459	Funding Social Services & Education	9.779
Additional Grant funding	0.678		
Increasing Council Tax yield on 03/04 (raises £59m in total) by less than inflation, including extra charge for second homes	0.996	Funding unavoidable cost pressures, statutory duties, demographic growth and costs in all other services	4.652
Additional revenue support grant and other central funding changes	8.565		
TOTAL	<u>16.127</u>	TOTAL	<u>16.127</u>

Attachment 6

Portfolio Cash Limits indicative 2009/10 & 2010/11 - Revenue Budgets

CABINET PORTFOLIO	2008/09 Proposed Budget	Indicative 2009/10 Growth	Emerging 2009/10 Savings	2009/10 Change Total	2009/10 Indicative Budget	2010/11 Growth	2010/11 Savings	2010/11 Change Total	2010/11 Indicative Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Customer Services	27,356	2,391	(125)	2,266	29,622	602		602	30,224
Children's Services	19,952	900	(45)	855	20,807	900	(17)	883	21,690
Adult Social Services and Housing	42,951	755		755	43,706	735		735	44,441
Resources	19,002	6,455	(492)	5,963	24,965	6,705		6,705	31,670
Development and Major Projects	1,459				1,459				1,459
Indicative Savings Required in 2009/10 & 2010/11 - All Portfolios			(5,690)	(5,690)	(5,690)		(4,283)	(4,283)	(9,973)
NET BUDGET (EXCLUDES DSG)	110,720	10,501	(6,352)	4,149	114,869	8,942	(4,300)	4,642	119,511
Schools - DSG	92,451	2,897		2,897	95,348	3,722		3,722	99,070
TOTAL BUDGET INCLUDING DSG	203,171	13,398	(6,352)	7,046	210,217	12,664	(4,300)	8,364	218,581

Attachment 6

Funding 2008/09 – 2010/11	2008/09 Proposed Budget	2009/10 Indicative Budget	2010/11 Indicative Budget
	£'000	£'000	£'000
<u>Sources of Funding (£)</u>			
Council Tax	71,922	74,876	77,953
DSG	92,451	95,348	99,070
Revenue Support Grant	4,705		
Redistributed Business Rates (NNDR)	33,796	39,993	41,559
Collection Fund Deficit (-) or Surplus (+)	297		
Balances			
Exceptional Risk Reserve			
Total	203,171	210,217	218,581
C Tax £'000	71,922	74,874	77,953
Tax base (Band D equivalents)	63,486.17	63,581.40	63,676.77
C Tax Band D £	£1,132.88	£1,177.61	£1,224.12
% increase	3.95%	3.95%	3.95%