

**Democratic Services**

Riverside, Temple Street, Keynsham, Bristol BS31 1LA  
Telephone: (01225) 477000 *main switchboard*  
Direct Lines - Tel: 01225 394411 Fax: 01225 394439  
Web-site - <http://www.bathnes.gov.uk>

**Your ref:**

**Our ref:**

**Date:** 21<sup>st</sup> July 2011

**E-mail:** Democratic\_Services@bathnes.gov.uk

**To: All Members of the Resources Policy Development and Scrutiny Panel**

Councillor John Bull  
Councillor Manda Rigby  
Councillor Colin Barrett  
Councillor Charles Gerrish  
Councillor Dave Laming  
Councillor Chris Watt  
Councillor Nigel Roberts  
Councillor Vic Pritchard

Chief Executive and other appropriate officers  
Press and Public

Dear Member

**Resources Policy Development and Scrutiny Panel: Monday, 1st August, 2011**

You are invited to attend a meeting of the **Resources Policy Development and Scrutiny Panel**, to be held on **Monday, 1st August, 2011** at **5.30 pm** in the **Brunswick Room - Guildhall, 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 Riverside Offices Keynsham (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** - Riverside - Keynsham, Guildhall - Bath, Hollies - Midsomer Norton, and Bath Central, Keynsham and Midsomer Norton public libraries.

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

- 4. Attendance Register:** Members should sign the Register which will be circulated at the meeting.
- 5. THE APPENDED SUPPORTING DOCUMENTS ARE IDENTIFIED BY AGENDA ITEM NUMBER.**
- 6. Emergency Evacuation Procedure**

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

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

**Resources Policy Development and Scrutiny Panel - Monday, 1st August, 2011**

**at 5.30 pm in the Brunswick Room - Guildhall, Bath**

**A G E N D A**

1. WELCOME AND INTRODUCTIONS

2. EMERGENCY EVACUATION PROCEDURE

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

3. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

4. DECLARATIONS OF INTEREST UNDER THE LOCAL GOVERNMENT ACT 1972

Members who have an interest to declare are asked to:

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

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

5. TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

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

At the time of publication no notifications had been received.

7. OVERVIEW PRESENTATION (Pages 5 - 32)

Presentation attached.

8. KEYNSHAM REGENERATION AND WORKPLACES PROJECT (Pages 33 - 48)

Presentation attached.

9. USE OF CONSULTANTS - WORKING GROUP

There is no report attached. The Panel will discuss the setting up of a working group.

10. CABINET MEMBER UPDATE

This will be a verbal update.

11. PANEL FUTURE WORKPLAN (Pages 49 - 62)

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

# Resources & Support Services

Strategic Director – Andrew Pate

- Customer Services
- Finance
- Improvement & Performance (reports to CX)
- Legal & Democratic Services (reports to CX)
- Policy and Partnerships
- Property Services
- Risk & Assurance
- Transformation & Change Programme

This page is intentionally left blank

# Customer Services

Divisional Director – Ian Savigar

## Council Connect

Providing the services customers need, at the appropriate place and time, making them easy to access and understand:

- 3 front facing offices in Bath, Keynsham & Midsomer Norton
- Contact centre for telephone, text & online enquiries
- Web based services including epayments and reporting facilities
- Visiting Team conducting home visits for more vulnerable residents
- Shopmobility Bath for mobility services in and around the city

## Revenues and Benefits

Delivering a right first time, customer focused, quality service, which minimises loss and maximises revenue collection:

- Revenue collection for Council Tax, Business Rates (NNDR) and administration for the new Bath BID (Business Improvement District)
- Housing and Council Tax Benefit administration and payment
- Recovery action and Fraud Investigation

# Customer Services

## Key facts...

### Our annual statistics for 2010/11:

#### Council Connect

- **400,805** phone calls
- **147,377** face to face visits
- **95,000** epayments (from as far away as outback Australia!)  
Totalling almost **£8m**
- **20,000** online forms and emails

#### Revenues & Benefits

- **£77.62m** (collected in Council Tax)
- **£36.29m** (received in redistributed non-domestic rates)
- **£40m** paid in Benefits
- **£227k** in benefit fraud detected

**Bath & North East  
Somerset Council**

This page is intentionally left blank



# Finance

Divisional Director & Council's S151 Officer – Tim Richens

## Key Objectives of Service:

- Develop the **medium term financial plan** for the Council
- Establish and coordinate the **annual revenue and capital budget**
- Produce the **Statement of Accounts** and other statutory reporting requirements
- **Coordinate and advise** on revenue and capital budget management and monitoring
- Manage and account for all **financial transactions**
- Advise on **financial management** and decision making
- Administer the **Avon Pension fund**



# Finance



## Key facts...

- annual gross revenue budgets in excess of **£350m**
- a **£200m** approved 5-year capital programme
- investment of up to **£100m** of cash balances
- manage over **£90m** of borrowing
- manage pension fund assets of **£2,700m** (as of 31/3/11)
- we have **26,000** pensioners **27,000** deferred pensioners and **35,000** contributors to the pension fund
- operate **406 bank accounts** (including schools & Adult care client accounts) processing an estimated **11 million transactions** per annum
- paid over **50,000** supplier invoices
- processed 60,000 BACS/cheque payments to a value of **£282m**
- independent audit indicated **99.99 %** accuracy
- consistently pay over **94%** of invoices within 30 days
- we have **60,000** customers
- collected **£36m** of income from debtors
- raised **34,500** debtors invoices
- **99%** of our debts are collected

# Improvement & Performance

## Divisional Director – Dave Thompson

**Purpose: to manage the Council's reputation, develop organisational capacity and drive a comprehensive performance management regime.**

### Performance

- Developing and driving a comprehensive performance management regime to embed a culture of continuous improvement
- Ensuring that the Council and its partners use information and intelligence effectively to plan services
- Providing an independent challenge on council performance for the leadership team

### Communications and Marketing

- Protecting and enhancing the Council's reputation
- Transforming the website and developing social media to support community engagement
- Managing internal communications including the Change Programme

### Human Resources

Developing organisational capacity with a workforce that:

- Is empowered & motivated, ready and equipped for change
- Is healthy, working safely and flexibly
- Has a customer focused culture
- Has competent managers with the skills and abilities to manage change and deliver results

# Improvement & Performance

## Key facts...

### Communications and Marketing

- Annually we produce over **400** press releases, deal with **1200** enquiries resulting in over **2000** stories in the media
- Over **1.2 million** visits per year to the Council website including visitors from as far afield as Antarctica
- In the last 12 months staff have visited our Change web pages over **42,000 times**

### Performance

- **5th lowest** spend per head of population of Unitary Authorities
- **40%** of performance indicators in top quartile
- **89%** resident satisfaction with the area as a place to live

### Human Resources

- The Council's workforce comprises: **6,500 staff** (50% schools)
- All staff have access to a blended programme of over **300 training and development** activities aimed at building capacity and supporting change
- Approximately **100,000 payroll** transactions per year

**Bath & North East  
Somerset Council**



This page is intentionally left blank

# Legal & Democratic Services

## Divisional Director – Vernon Hitchman

- **Legal Services** and support to members and officers
- Support for the **Democratic process** inc. meeting management & members' support
- Registration of **Births, Deaths and Marriages** & undertaking civil marriages and other ceremonies
- **Electoral Services**
- Supporting member led **Overview & Scrutiny** of the Council's performance and decision-making

### Some key facts...

- Registration service benchmarked as **1 of the top performing** in the South West with year on year increases in income receipts
- Joint working with neighbouring unitary authorities on legal support is **delivering savings** on internal and external spend
- **211** decision making meetings supported in 2010/11 - **an increase of 15%** on 2009/10 at no additional cost
- Overview & Scrutiny supporting **increased public involvement** in reviews of Council services

# Policy and Partnerships

## Divisional Director – David Trethewey

### Linking the needs of communities in the area, and improving outcomes through partnership working:

- **Community Safety** - is more than just about reducing crime and disorder. It's about tackling the fear of crime and maintaining and improving the quality of life in our local communities.
- **Stronger Communities** – developing local partnerships and local solutions, volunteering and relationships with the voluntary sector.
- **Equality Team** - providing advice, guidance and training to ensure that the Council's services are appropriate to the needs of the whole community.
- **Environmental Sustainability & Climate Change** - to lead Bath and North East Somerset to an environmentally sustainable, low carbon and climate resilient future.
- **Funding and Programmes** – including access to local, national & EU funding tools and information for community groups, social enterprise and businesses.
- **Research & Intelligence** – increasing the number of decisions made across the authority on the basis of good quality evidence.
- **Strategy (Local Strategic Partnership)** – to produce a Sustainable Community Strategy (SCS) and Corporate Plan and develop strategic partnerships to develop and deliver them.

# Policy and Partnerships

## Key facts...

- **30%** reduction target agreed in 2009 for the Council's energy use & carbon emissions by 2014 (Estimated savings of between £5.7 and £8.3m)
- **45%** cut in area-wide carbon emissions by 2026. (2009 SCS commitment to work towards this through community leadership)
- **1st** Race Equality Scheme and Action Plan implemented in 2002 (reviewed in 2005)  
Disability Equality Scheme developed in Dec 2006  
& Gender Equality Scheme in Apr 2007
- **3** support networks for Black and Minority Ethnic staff, Disabled staff and Lesbian, Gay, Bisexual and Transgender staff
- **88** CCTV cameras in operation
- **£2000** allocated for each ward councillor to invest in local projects during 2011-2012
- **3,500** people helped to get home safely each week by the Taxi Marshall Scheme at Orange Grove

**Bath & North East  
Somerset Council**



# Property Services

## Divisional Director – Tom McBain

**Cost effective and efficient property, facilities & trading services**

*Property includes the Commercial Estate, offices & operational facilities*

**640 – the number of staff employed within the service, including:**

- Estates
- Building Consultancy
- Business Services
- Catering
- Cleaning
- Print
- Engineering Services

**Bath & North East  
Somerset Council**

**2 Portfolios (Operational & Revenue) including 1200 property assets:**

**400 revenue properties, including the Commercial Estate.**

**800 operational properties, comprising:**

- 27 Primary, 9 Secondary & 3 Special Schools
- 8 Libraries
- 31 Social Services & Housing related premises
- 91 Depots
- 1 Crematoria
- 9 Corporate Offices
- Plus open spaces and other miscellaneous land & buildings

# Property Services

## Key facts...

- **£476 million** - the value of the property assets as at 1 April 2010
- **18%** - the amount by which Commercial Estate income reduces Council Tax contributions (Band D)
- **3%** - level of void commercial properties during recent recession, one of best if not best in England
- **440** primary school meals provided each school day
- **£4.5 million** - the revenue repairs & maintenance programme over the last 5 years
- **1249** - Earliest recorded acquisition – property in South Street purchased for 3 marks and 4 shillings (£2.20 today) by the Mayor of Bath
- **17th** Century lease provisions included “...that every person that hath a thatched house shall not mend his house with thatch but shall repair it with tyle or slate.”

**Bath & North East  
Somerset Council**





# Risk & Assurance Service

## Divisional Director – Jeff Wring

- Procurement
- Information Governance
- Internal Audit & Risk Management
- Business Continuity
- Emergency Planning

### Some key facts...

- **£500m** of spend for review and improved control in a new shared procurement approach with Bristol City Council
- **3** new Records Centres can hold up to 10m pieces of paper with next day retrieval (or better)!
- **13,000** suppliers use our free online contracts portal
- **£325k** of investment in flood defence equipment for domestic properties (Chew Valley)
- **100** Audit & Risk Reviews conducted each year

**Bath & North East  
Somerset Council**



# Transformation & Change Programme

Head of Transformation – Angela Parratt

## Service Objectives

- Programme manage and enable delivery of the change programme
- Secure greater take-up of Lean Reviews in services
- Manage the Mouchel ICT Partnership
- Ensure the right ICT investment decisions are made to meet future organisational needs

## Lean Reviews

- **Children's Services** are a Professor Eileen **Munro** journey authority (national review of Children's social care)
- **Peoples Services** delivering **£200k** savings over 4 years
- **Concessionary Travel** delivering min. **£120k** savings over 4 years & passes now issued same day (used to take 10 days)
- Over **£600k** savings identified in **Adults Services**
- **Housing Benefits** - decisions can be made in **3** days (used to take over 30 days & saving **£200k**)

- Target of **£8m** annual recurring **savings** from change programme to protect front line services



# Transformation & Change Programme

## Key facts...

### Information Technology

- **£8 million** spend...
- Supporting **2084** computers
- over **90 sites** on our network
- **196 servers**
- **1166** mobile phones
- Disaster Recovery ICT solution recovers key systems after 24 hours
- High level of performance with minimal systems downtime
- Responsive Help Desk
- New members ICT
- Delivered in partnership with Mouchel

This page is intentionally left blank

- **£1.5m** saved over 4 years on what we should have spent on IT
- Plus **4%** saved annually on Mouchel contract price



# Changes & achievements

## Top highlights for Resource & Support Services...

**Customer Service Excellence standard** – we've successfully achieved accreditation for each of our customer-facing services over the last four years.

### Customer Services:

- **3 major service areas** integrated into the Guildhall Council Connect Office since June 2010 following office rationalisation (Planning, Social & Housing Services & HMRC)
- **10 days to 0** - free bus passes now issued to most qualifying customers 'on the spot' at all Council Connect Offices - helping services save up to **£40,000** each year
- **98.96%** collection rate for Council Tax in 2010/11. One of the highest in the country with **74%** of residents paying by DD
- **£32,000** and an estimated **71 days of staff time** saved on average every year since payments were introduced in 2008
- A review of how we deliver Housing Benefit and Council Tax services has resulted in a dramatic reduction in processing times for a host of services, from changing address to applying for help with paying rent and Council Tax. These changes have also generated **savings in excess of £200,000.**

**Bath & North East  
Somerset Council**



**Recent changes and top achievements from around the directorate.**

# Top highlights continued...

## Improvement and Performance:

I&P have completed a remodelling process to meet challenging savings targets; reshaping services that the future Council model needs & positively responds to:

- The end of the CAA regime and revised performance management arrangements
- New technology with the introduction of an open-source web platform
- Greater emphasis on community engagement, localism and transparency.

## Risk & Assurance Service:

- **50%** reduction in physical storage on track through office rationalisation
- **4,000** FOI and DPA requests dealt with increasing transparency (80% increase in demand in last 3 years)
- **£1m** saved through corporate procurement initiatives in last 12 months
- **25%** saving (£100K) through new partnership proposal for Audit

## Property Services:

- The commercial estate has been described as “...one of the finest estates outside central London, in single ownership, in the United Kingdom”
- **£15.6m**, the current annual rental income to the Council from leasing all property.
- **£12.2m** of this income comes from the commercial estate
- **£98m** in capital receipts raised since 2000

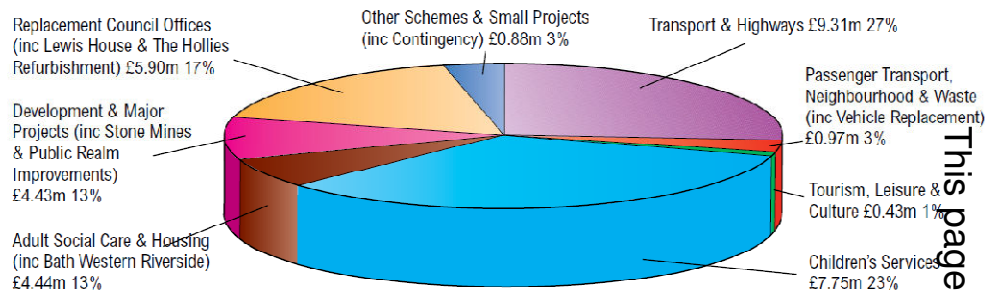
## Policy & Partnerships:

- The Council has reached the '**achieving level**' of the Equality Framework for Local Government and been accredited as "Positive About Disabled People" in recognition of our good practice
- **1 of only 5** places in the country to be awarded a new gold standard seal of approval for tackling late-night crime and providing good entertainment
- **£1.3m** of reward money being claimed by the LSP (now the LAA has concluded) to continue to fulfilling shared objectives
- **£1m** of offences broken up by a pioneering multi-agency 'tough love campaign'. (The Police have put the dramatic fall of 50% in burglary and theft down to this one gang of 5 men no longer offending in the Southdown and Twerton area.)
- **3164** incidents logged by the CCTV Control Room in 2010, resulting in 463 arrests
- **£240,613** invested and over 160 local projects supported since 2008 through the Ward Councillors Initiative Programme
- **£411,811** of funding achieved since 2003 in a recent evaluation of the Open 4 Community online information portals

# Challenges coming up...

## Finances for the whole authority

### Capital Budget 2011-12 Total Approved Spend £34.1m

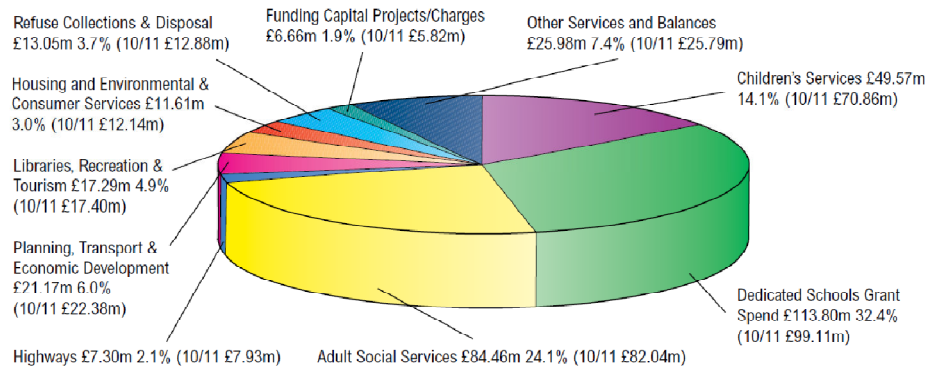


This page is intentionally left blank

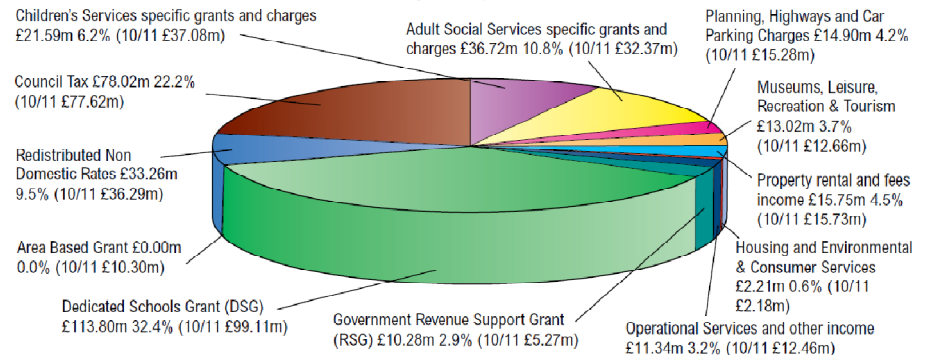


### Revenue Budget 2011 - 12

#### Where the Council spends money 2011/12 - £351m - gross spend before taking account of income



#### Where the money comes from to pay for all the services 2011/12 - £351m



# Challenges coming up...

## Finances for the whole authority

### Bath & North East Council is...

- the 5th lowest spend Unitary Authority (UA) and
- receives the 11th lowest level of grant funding per head of its population.

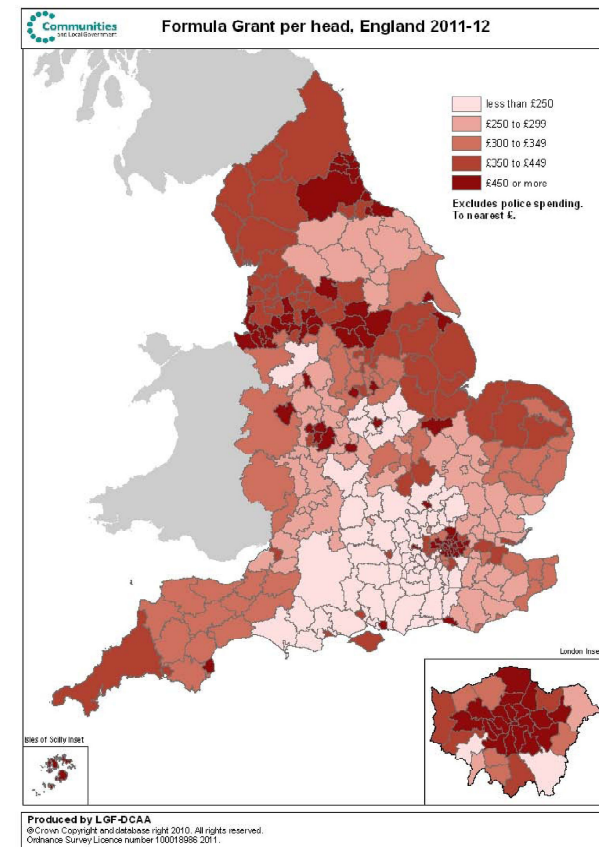
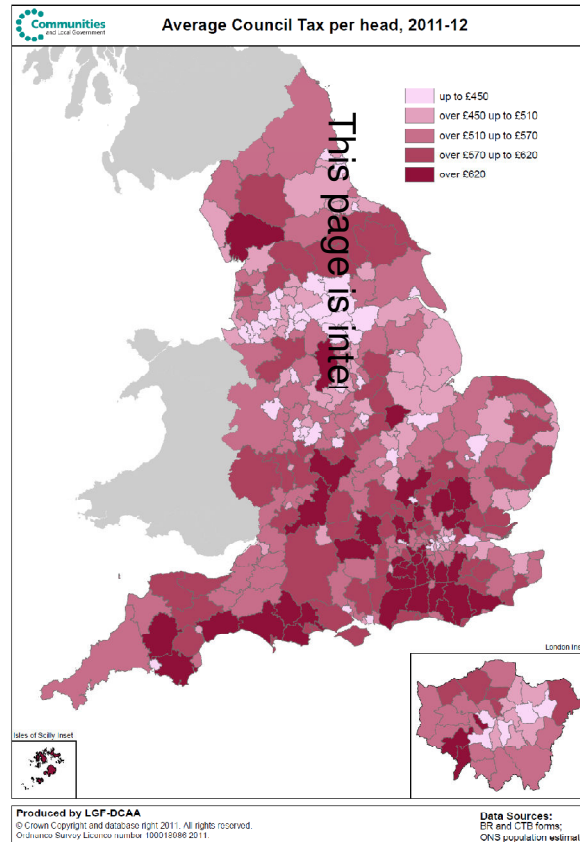
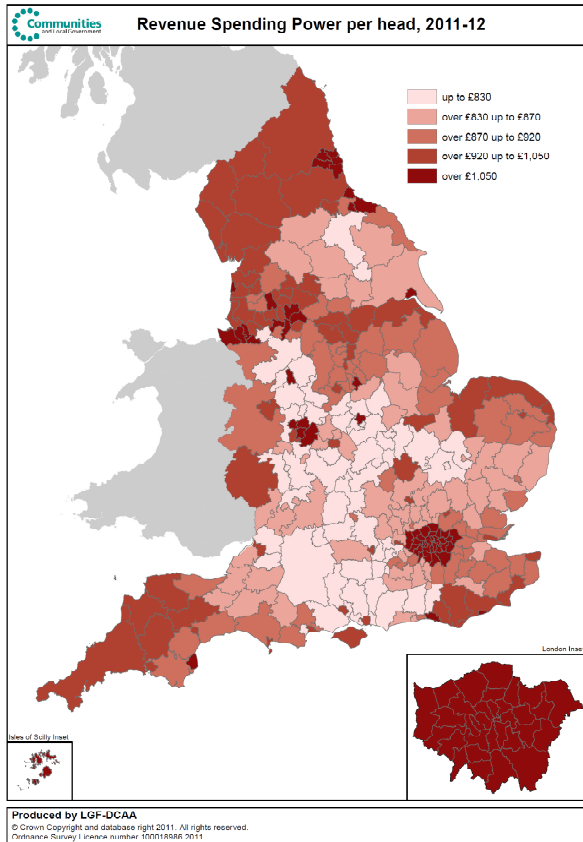
	English Average	UA Average	B&NES
Revenue Spend	£1,017	£967.66	<b>£799.29</b>
Council Tax Revenue	£511	£498.41	<b>£525</b>
Grant Funding	£409	£394.53	<b>£238.98</b>



# Challenges coming up...

## Finances for the whole authority

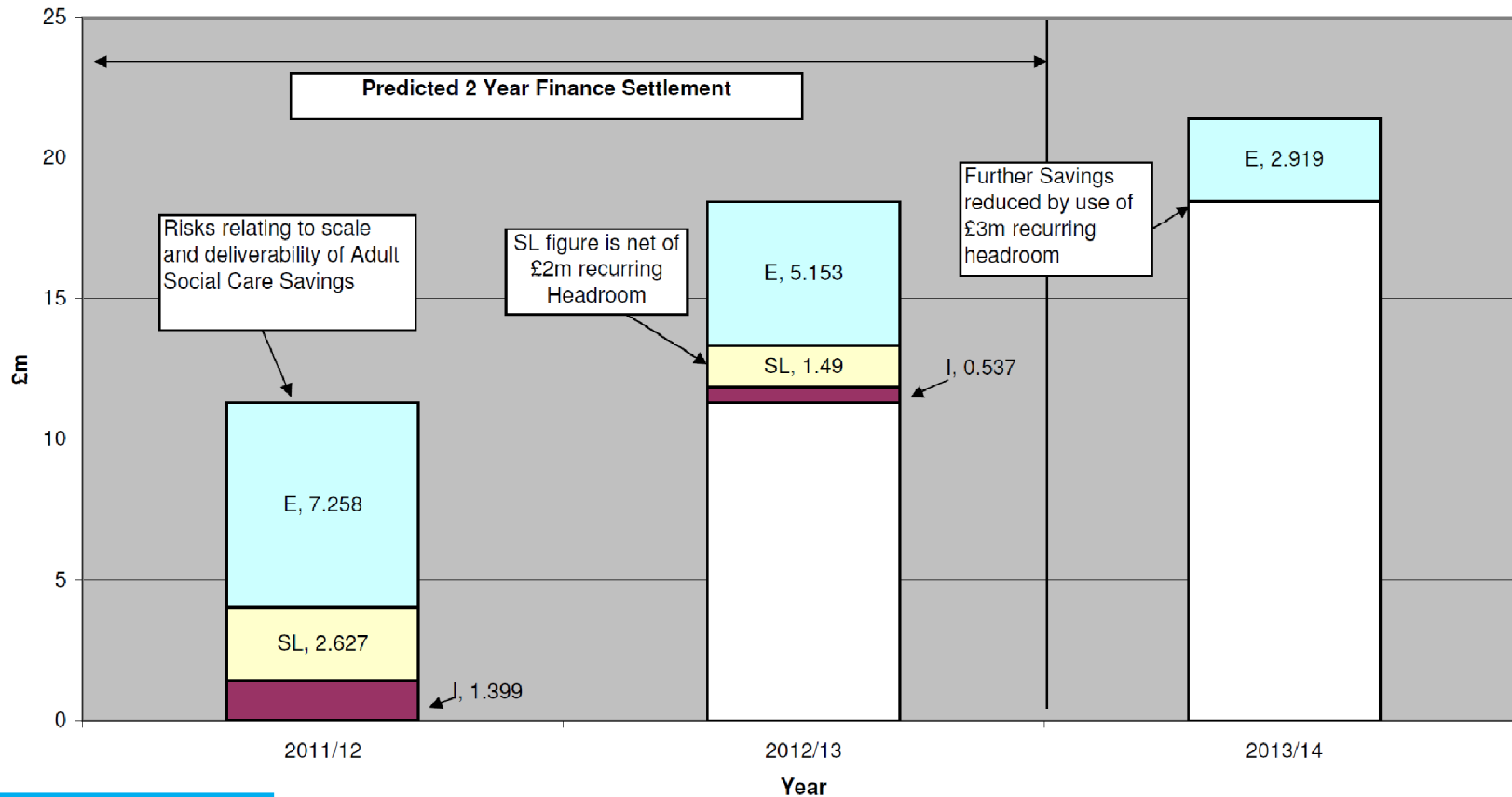
Page 316



# Challenges coming up...

## Finances for the whole authority

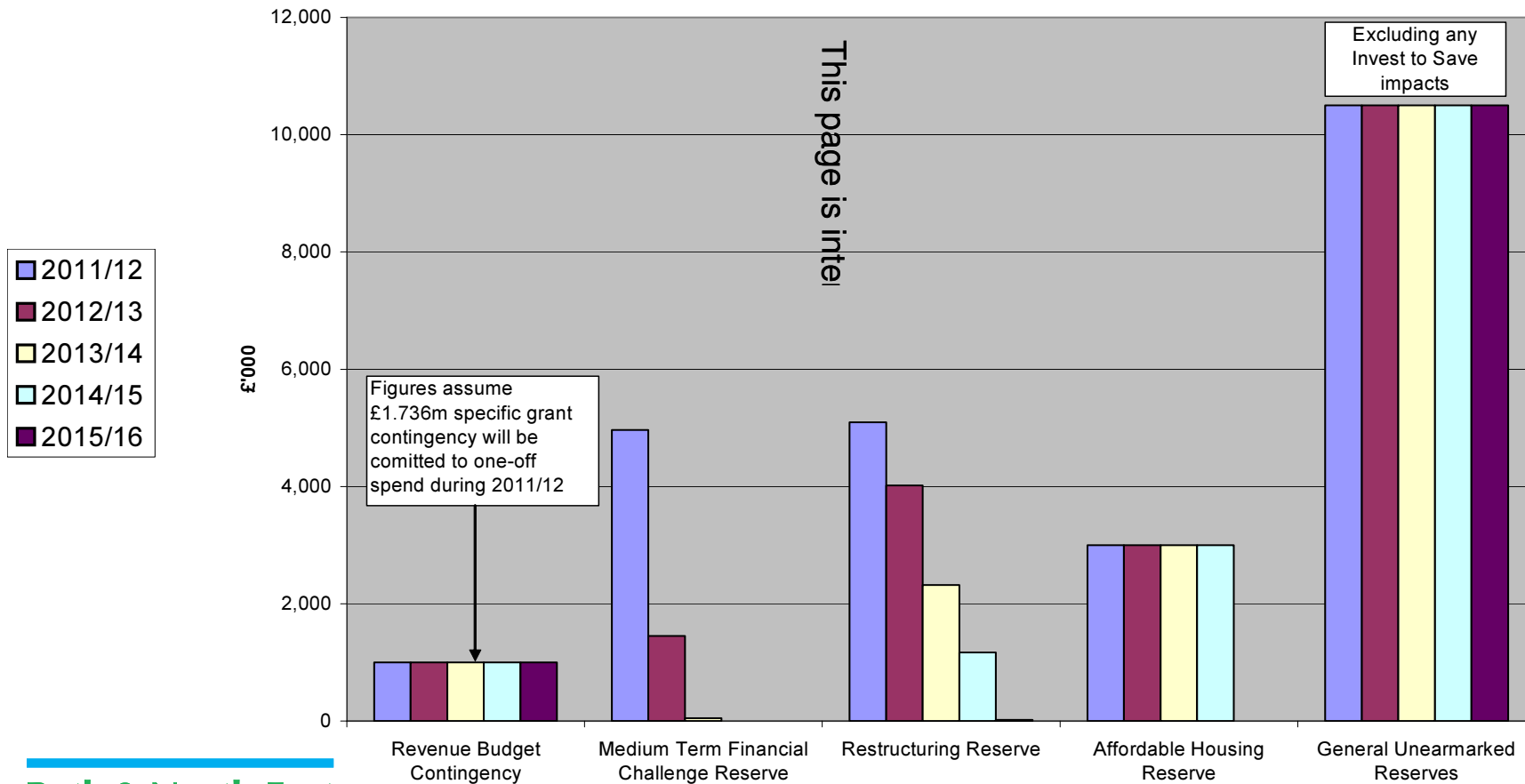
Savings Analysis by Category  
Key: E= Efficiency & Change Programme, SL = Reduced or Discontinued Service, I = Income  
All figures £m's



# Challenges coming up...

## Finances for the whole authority

Projected Corporate Reserves – 2011/12 to 2015/16 (figures shown at 1<sup>st</sup> April for each year)



# Challenges coming up...

## The future Council



# Challenges coming up...

## The Change Programme

We need to be ready to meet the challenges ahead by doing things differently...

The programme has been extended to:

- Create an organisation (Core Council) that understands local needs and **commissions** the right service from the right provider
- Reshape **Customer Services** to be the public face of the Council, integrating more public services together
- Bring together Support Services to deliver more effective and efficient services
- Make better use of the Council's **property assets** to generate £100m to be used to help generate economic prosperity in the future
- Meet the **Government's requirements** for Children's Services, Academies, Health and Social Care
- Make further **efficiency savings of £8m** on top of other saving from the re-prioritisation of services which by 2014 will contribute to ongoing savings of £30m.

This page is intentionally left blank

Page 4/8



Our Change Programme is helping us to re-shape into the organisation for the future.

**Bath & North East Somerset Council**

**change programme**



# Challenges coming up...

## The Change Programme

### 1 Meeting the financial challenge

- We will have to prioritise what services we continue to deliver and provide the public with excellent value for money.
- We will be sharing more of our support services between organisations, using our office space more efficiently and getting smarter about how we 'procure' goods and services.

### 2 Meeting individual customer needs

- We are changing to ensure that the services we deliver are totally focussed on what our community needs.
- We will be looking at how we provide our services so that our customers get the right services in the best possible way.

### 3 Joining up public services

- By re-shaping, we can also provide customers with a seamless range of integrated services, not just from the Council, but also NHS B&NES and other local agencies.
- We can become more efficient by integrating some public services.
- It makes sense to simplify, standardise and share the way we do things across public services.



# Challenges coming up...

## The Change Programme

**Resources & Support Services role** comprises the following work streams:

- Customer Services
- Workplaces
- Strategic Commissioning
- Property Asset Delivery Vehicle
- Support Services & ICT
- Procurement
- Income Optimisation
- Support for Lean reviews
- Programme management

This page is intentionally left blank

This page is intentionally left blank





# Workplaces Programme

Resources Panel  
1<sup>st</sup> August 2011

## Agenda

- Workplaces General Update
  - Introduction
  - Progress
  - Benefits Achieved
  - Next Steps
- Keynsham Regeneration
  - Background
  - Progress
  - Programme
  - Costs
  - Issues
  - Key Decisions
  - Financing
- Questions

## Progress to Date

- Lewis House Refurbishment Complete
- Trimbridge House closed – 10% reduction in floor area
- Plymouth House closing 5<sup>th</sup> August 2011 – further 6% reduction
- Almost 1000 staff have been Role Reviewed
- Off Site Records Store and Archive System in place
- Lewis Lwr Grd Floor and The Hollies refurbishment projects due to complete August 2011 and December 2011 respectively
- OSS / Comms Hub project progressing as planned

## Benefits Achieved

- 16% reduction in floor area
- 16% reduction in workstations
- Closure of Trimbridge and Plymouth House - £1.1m Gross Saving.
- Increased recycling
- An estimated 26% reduction in office carbon footprint
- 50% Reduction in storage in offices
- Single 'off site' location for all semi-current and permanent records
- Adult Care/PCT Integration Complete

## Next Steps

- Comms Hub / Bath One Stop Shop – Works commence November 2011
- The Hollies Refurbishment – Complete December 2011
- Bath Street Closes – March 2012
- Comms Hub / Bath One Stop shop – Works Complete April 2012
- Keynsham Town Hall Closes – March 2012
- Flexible Working Role Reviews – Complete March 2012
- Landing Sites Open – May 2012



# Keynsham Regeneration Project



## Brief

- Regenerate the Town Centre to attract people to Keynsham
- Carbon Reduction Commitment
- Instil civic pride back into Keynsham
- Maximise opportunities for new retail business
- Attract long term future investment
- Open-up Riverside Offices & Fire Station sites for redevelopment
- Improve the Public Realm & Create Connections
- Create a Sustainable Development to enhance the Conservation Area



## Existing Site

- Built in 1964
- Town Hall (occupancy c. 200 people)
- Library
- Retail (c. 15,000sqft spread over 2 floors)
- Surface car park (21 free spaces)
- Multi-storey car park (145 spaces)







# Consultation

External Consultations since December 2010:

- Keynsham Civic Centre Community Focus Group x 6 meetings
- Wider Key Stakeholders x 2 meetings
- Keynsham Business Association x 2 meetings
- Internal (B&NES) Consultations since January 2011:
- Planning / Development Control Team x 3 meetings
- Workplaces Transformation Team (offices inc. FM) x 6 meetings + study tour
- Library / One Stop Shop / Heritage Services x 6 meetings
- Business Continuity & Emergency Planning x 2 meetings
- Highways Authority (inc. Public Transport) x 5 meetings
- B&NES Corporate Sustainability Team x 1 meeting

...plus many more.



# Design Proposals

- Integrated Library and One Stop Shop
- 18,000 sqft modern / flexible retail space
- Office for 688 staff with 455 workstations (based on 3:2 sharing ratio)
- Low energy building design based on natural ventilation
- Significant highway improvements at junction of Bath Hill and High Street
- Additional car parking (location TBC)





# Animation





# Programme

- |  |               |
|--|---------------|
| ▪ Gateway 3 (Outline Design) approval  | June 2011     |
| ▪ Gateway 4 (Scheme Design) approval   | November 2011 |
| ▪ Detailed planning submission         | November 2011 |
| ▪ Detailed planning approval           | July 2012     |
| ▪ Start on-site                        | August 2012   |
| ▪ Completion (including fit-out works) | August 2014   |

## Important Note:

The start of Gateway 4 is currently pending, awaiting determination of the total amount of accommodation required in Keynsham, together with the outcome of an options review in respect of the required development funding.



## Delivery Partner

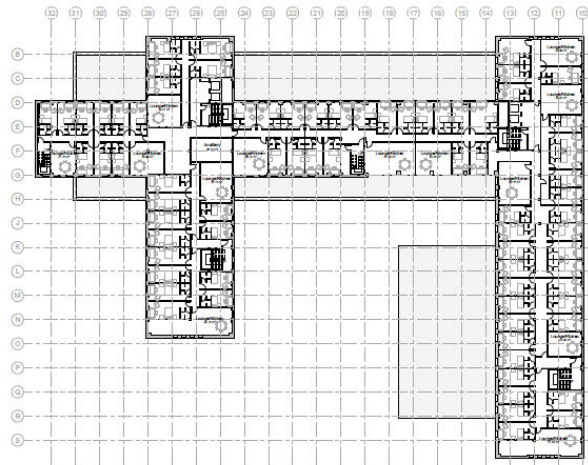
- Master programme assumes the Contractor will be procured, via OJEU, under a single stage procurement route
- Alternative to procure a 'Construction Delivery Partner' (Contractor) at an earlier stage in the design process
- Successful Contractor then works in partnership with the Client team to tender sub-contract packages on an open book basis and then negotiate a final contract sum



# Potential for Riverside

- Riverside offices and the Fire Station site
- Potential student accommodation – up to 417 bedrooms
- Options for residential / hotel uses
- Excellent opportunity to combine Town Hall and Riverside projects and enhance the whole regeneration scheme

Page 61





## Key Decisions

- Approval to start Gateway 4 (Scheme Design) – August / September 2011
- Approval to carry out Public Consultation – August / September 2011
- Determination of funding options – August / September 2011
- Serve 6-months notice on existing Traders – September / October 2011
- Approval to submit planning application – November 2011
- Approval to appoint Delivery Partner (1st Stage) – November 2011
- Approval to appoint Delivery Partner (2<sup>nd</sup> Stage) – May 2012



## Financing

- Currently we are evaluating several options to provide either private sector or public sector finance for this project and a report can be provided to this panel when available.



# Agenda Item 11

## Bath & North East Somerset Council

MEETING: **RESOURCES PANEL**

MEETING **1<sup>ST</sup> AUGUST 2011**  
DATE:

TITLE: **WORKPLAN FOR 2011/12**

WARD: All

### AN OPEN PUBLIC ITEM

#### List of attachments to this report:

Appendix 1 – Panel Workplan

Appendix 2 – Information to help to identify Workplan Items

Appendix 2 – Workplan suggestion form

## 1 THE ISSUE

- 1.1 This report presents the latest workplan for the Panel (Appendix 1) as well as information to help Panel members identify any additional items for the workplan (plus a suggestion form for workplan items).
- 1.2 The Panel is required to set out its initial thoughts/plans for their future workload, in order to feed into cross-Panel discussions between Chairs and Vice-chairs - to ensure there is no duplication, and to share resources appropriately where required.

## 2 RECOMMENDATION

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

## 3 FINANCIAL IMPLICATIONS

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

## 4 THE REPORT

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

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

4.2 The workplan helps the Panel

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

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

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

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

4.4 There are a wide range of people and sources of potential work plan items that Panel members can use. The Panel can also use several different ways of working to deal with the items on the workplan. Some issues may be sufficiently substantial to require a more in-depth form of investigation. Further details about sources, ways of working and investigations are given in Appendix 2.

4.5 Suggestions for more in-depth types of investigations, such as a project/review or a scrutiny inquiry day, may benefit from being presented to the Panel in more detail using the form at Appendix 3.

4.6 When considering the workplan on a meeting-by-meeting level, Councillors should also bear in mind the management of the meetings - the issues to be addressed will partially determine the timetabling and format of the meetings, and whether, for example, any contributors or additional information is required.

## **5 RISK MANAGEMENT**

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

## **6 EQUALITIES**

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

## **7 CONSULTATION**

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

## **8 ADVICE SOUGHT**

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

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

This page is intentionally left blank

**Resources Policy Development & Scrutiny Panel Workplan**

last updated 4<sup>th</sup> July 2011

Page 68

Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
1 August 2011	Overview Presentation	AP	AP	Presentation		
	Keynsham Regeneration and Workplaces Project	AP	TMcB			
	Use of Consultants – set up working group	AP				
	Cabinet Member Update					
	Panel Workplan					
12 September 2011	Universal Credit and new Council Tax System	AP	Ian Savigar			
	Change Programme	AP	Angela Parrett			
	Cabinet Member Update					
	Panel Workplan					
21 November 2011	Medium Term Plans	AP				
	Cabinet Member Update					

**Resources Policy Development & Scrutiny Panel Workplan**

**last updated 4<sup>th</sup> July 2011**

Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
	Panel Workplan					
16 <sup>th</sup> January 2012	Service Action Plans					
6 <sup>th</sup> February 2012	Budget Report					
12 <sup>th</sup> March 2012						
<b>Items to be scheduled:</b>						
	Resource Planning/measuring	AP				

## **Workplan sources and ways of working** (adapted from “How to be an Effective Scrutiny Member” training 2011)

### **Sources of Panel activities/work plan suggestions**

#### » **People**

- Whole Panel
- Cabinet member suggestions,
- SDG/officer suggestions,
- members of public
- community/voluntary groups
- Non-panel Councillors

They don't all have to be sat in the room, but seek their views and input ....

#### » **Wide range of issues and subjects**

Seek suggestions/ideas from

- The Cabinet's Forward Plan,
- corporate plan/priorities,
- range of corporate and service policies, strategies and plans – when are they due to be reviewed/refreshed?
- sustainable community strategy (if something is to be achieved in 20years – ask how? where could OS be involved? )
- new ways of working (eg: multi-organisation projects) – have they worked, are they successful? What can be learned?
- Service plans and performance information
- New government legislation, consultation or guidance
- Suggestions from public, media issues, neighbourhood, voluntary and community sector organisations
- Issues from audit or inspection reports

## Ways of Working

### » Types of Workplan/Agenda items

- » Formal report
- » Presentation
- » Verbal briefing/update
- » Q&A session/interview
- » In-depth investigation

### » By who?

- Cabinet members,
- Member champions,
- Council officers,
- “partner” organisations, such as NHS, Police, and local organisations,
- residents/community groups ,
- young people (DAFBY, Youth Parliament)
- and others?

## Planning

### » **Medium to longer term**

- Medium to longer term: 12 – 24 months
- later stages can be more about “sketching in” regular items, outcomes of planned reviews/following up items etc

### » **Flexibility – room for planned and reactive work**

- Planning = good; don't forget to add the regular work, such as budget/service plans
- but also leave space and flexibility for issues arising



## Setting Boundaries

### » **Self discipline: time, energy, capacity**

Be self-disciplined – don't say yes to everything suggested !!

- As a Panel, do you have the time, energy, capacity? This is where planning over a longer timescale can help
- Not all Panel members can be at all meetings, involved in reviews, sitting on a policy development group – need to share and schedule who's involved and when
- Identify the timescale (even if roughly) for when something is to be examined/ reviewed - Members can identify in advance where and when they can best be individually involved
- Check: is officer support available? For example: an investigation that needs lots of financial info during March may not be easy to support.

### » **Challenge yourselves**

Be a “critical friend” to your own plans.....

- Is this the best use of our time?
- What could we influence or change? Is it the right time to do it?
- Could we be duplicating work already underway (eg: through the audit or change programme)?

### » **Avoid “for information” or “to note” as much as possible**

Could this be done another way -

- E-mailed document or link to the intranet (CIS) (save paper and server capacity?)
- A separate dedicated briefing from officers?
- Could 1 or 2 Councillors be commissioned to look into something report back to the Panel at the next work planning session?

### » **Key question: does OS “add value”? Can it make a difference?**

- Are you going to influence change/improvement?
- Can you have a tangible effect via your observations, comments, recommendations.....and subsequent changes?

## Making a difference can also be through holding public discussions -

- clarifying reasons – the what, why and how,
- enabling community views to be heard,
- bringing together a range of involved organisations that may not have met before in the right forum,
- exploding myths and misunderstandings?

## **In-depth Investigations**

### **Methods:**

#### Review/projects

- structured projects that take place over several months, with a sub-section of the Panel forming a Steering Group;
- use a range of processes and tools to gather evidence about the subject
- produce a final report about the project culminating in the strongly evidenced conclusions and recommendations
- Cabinet response to agree/defer/reject recommendations then brought to Panel

#### Scrutiny Inquiry Days

- Recent development in B&NES, although used in other Councils.
- A participative, consultative way of working
- Range of organisations interested in a certain issue (eg: Trade Waste collections) invited to meet informally with the Panel
- main part is a type of “workshop” or facilitated sessions
- develop shared “Action Plan” that all organisations sign up to
- report of day taken to formal Panel meeting, to agree any recommendations that are to be made to Cabinet.

*These types of investigation are supported by high standard established project management processes provided by the Policy Development & Scrutiny Team*

## Service-led policy review & development

*This is a potential new way of working, based on the Councillor involvement model recently used in work on the Local Development Framework. Details are still to be discussed and finalised, but based on previous practice, this could involve ;*

- A sub-group of Panel members meet and work with service officers on a review or development of policy
- Members provide comments and suggestions at regular intervals during the process
- Different to a project/review (as above) as its an on-going overview of the development of the policy, rather than a more objective Panel-led and directed investigation,
- Needs to be included in workplan to ensure Panel capacity
- It has not yet been identified how the Members report back to Panel on how they've "added value" by their involvement in the policy development process.

This page is intentionally left blank

**BATH AND NORTH EAST SOMERSET COUNCIL  
POLICY DEVELOPMENT & SCRUTINY PANEL:  
WORK PLAN SUGGESTION FORM**

Your name: \_\_\_\_\_

Suggested Workplan item: \_\_\_\_\_

Which Panel: \_\_\_\_\_

**Topic Outline:** Please include a brief outline about the topic you are suggesting and any reasons for it to be prioritised.

You may want to consider including information about whether your topic

- impacts on more than one section of society, or multiple wards in B&NES,
- is an issue of public concern,
- has any particular timescales to be carried out or completed by
- is a poor performing/overspending service area, and
- what you think can be achieved from scrutiny involvement.

**Type of Topic:** Do you think your item should be

- A) Agenda item at a future panel meeting (When? \_\_\_\_\_)
- or
- B) An In-depth investigation
  - a. Project/review
  - b. Single Inquiry Day
  - c. Service-led policy review & development

Please return completed forms to [scrutiny@bathnes.gov.uk](mailto:scrutiny@bathnes.gov.uk)

This page is intentionally left blank