

Democratic Services

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Date: 7 September 2012

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

Councillor John Bull
Councillor Manda Rigby
Councillor Colin Barrett
Councillor Paul Myers
Councillor Charles Gerrish
Councillor Barry Macrae
Councillor Nigel Roberts

Chief Executive and other appropriate officers
Press and Public

Dear Member

Resources Policy Development and Scrutiny Panel: Monday, 17th September, 2012

You are invited to attend a meeting of the **Resources Policy Development and Scrutiny Panel**, to be held on **Monday, 17th September, 2012** at **5.30 pm** in the **Kaposvar 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, 17th September, 2012

at 5.30 pm in the Kaposvar 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

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 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 - 16TH JULY 2012 (Pages 7 - 14)

Please find attached the minutes of the meeting held on 16th July 2012 to be approved by the Panel and signed by the Chair.

8. COUNCIL WEBSITE - UPDATE

There will be a presentation and update at the meeting. There is no report attached.

9. UNIVERSAL TAX CREDIT - PILOT (Pages 15 - 32)

Please find attached a short summary report on the Universal Credit Pilot. There will be further update at the meeting.

10. COMMUNITY ASSET TRANSFER - NEXT STEPS (Pages 33 - 38)

Please find attached a short summary report on Community Asset Transfer – Next Steps.

11. IMPLICATIONS OF POOLING BUSINESS RATES AMONG WEST OF ENGLAND AUTHORITIES (Pages 39 - 82)

Please see attached report. Andrew Pate Strategic Director, Resources will give a verbal update at the meeting.

12. CABINET MEMBER UPDATE

This will be a verbal update. There is no report attached.

13. PANEL FUTURE WORKPLAN (Pages 83 - 90)

Please find attached the Panel's future work plan.

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

Monday, 16th July, 2012

Present:- Councillors John Bull (Chair), Manda Rigby (Vice-Chair), Colin Barrett, Paul Myers, Charles Gerrish, Barry Macrae, Nigel Roberts and David Bellotti (Cabinet Member)

Also in attendance: Tom McBain (Divisional Director - Property), Andrew Pate (Strategic Director, Resources), Ian Savigar (Divisional Director for Customer Services) and David Trethewey (Divisional Director , Policy & Partnerships)

13 WELCOME AND INTRODUCTIONS

The Chairman welcomed everyone to the meeting.

14 EMERGENCY EVACUATION PROCEDURE

The Chairman drew attention to the emergency evacuation procedure.

15 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

There were none.

16 DECLARATIONS OF INTEREST UNDER THE LOCAL GOVERNMENT ACT 1972

There were none.

17 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

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

The Panel noted that a statement had been sent in by Ms Boater regarding the allocation of resources. A copy of the statement can be found on the Panel's Minute Book.

19 MINUTES OF PREVIOUS MEETING - 14TH MAY 2012

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

20 APPROACH TO ALLOCATION OF RESOURCES - BRIEFING NOTE

Andrew Pate – Strategic Director for Resources, introduced the report, he explained that most aspects of resource planning do get considered but not necessarily at the same time. He explained that the big picture is presented in November in the Medium Term Plans, he also explained that there is an aspiration that resource planning is brought to the Panel's only once for next year – i.e. for 2013/14 (rather to each panel than again and in more detail in January).

Councillor Rigby explained that she had asked for this report because she felt at the end of the last budget process, she had a good knowledge of how the money was being spent but little knowledge on how other resources were allocated.

Councillor Gerrish stated that he felt the report was constructive but that PDS (Policy Development and Scrutiny) Panel's look at departmental budgets rather than judging the budget proposals against the corporate priorities. He asked if they could take a more strategic look in November. He added that the next budget would be the most difficult and that there was a need to look at overall priorities.

Councillor Macrae added that the Cabinet should give overarching guidance on priorities and then Panel's scrutinize this. He asked if this Panel could receive its own resource plan information and the corporate information as separate reports in November.

Councillor Roberts stated that the Medium Term Plans (usually brought to Panel's in November) do indicate a direction and there is a corporate plan to refer to and that the advantage for this Panel is that it can have a wider view.

The Strategic Director stated that he would aim to provide as much information as possible in November and separate out the plans for this Panel's services from a report about the picture for the Council as a whole.

21 COMMUNITY ASSET TRANSFER - PRESENTATION

David Trethewey - Divisional Director, Policy and Partnerships – gave a presentation on 'Community Assets' which covered the following:

- What do we mean by Community Assets?
- Changing Context
- Community Right to Bid
- Community Right to Challenge
- Community Right to Build
- Examples in Bath & North East Somerset
- The Wiltshire Example
- Current discussions
- What assets do we have in B&NES
- Further Assets

- Taking things forward in B&NES
- Key Issues
- Potential roles for the Panel

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

There was some discussion over the definition of a community asset. Councillor Macrae stated that he would want the Cabinet to have a view on what they defined as an asset. The Divisional Director stated that it would be an issue of prioritisation and that a case would have to be demonstrated each time.

There was some discussion around the need for a sound process. Councillor Macrae stated that the authority should manage it well or a lot of people will be disappointed. Councillor Macrae stated that schools are often a community hub. He stated that there were a lot of issues to overcome.

Councillor Nigel Roberts stated that the Localism Bill should be seen as an opportunity. He stated that there was a key issue in that there may be some communities more able to organise their case than others. Tom McBain, Divisional Director, Property added that the Council has always had a passive role regarding its assets and that this legislation brought a great opportunity to help the authority get the best use out of its assets.

Councillor Gerrish stated that the legislation referred to Council assets and asked officers to look at the issue of other community assets. He stated that it was best to have two approaches, one for Council assets and the line we will take regarding community assets that are not controlled by the Council.

Councillor Roberts stated that there were limited resources to support this. He stated the need for a mapping exercise on communities as some may need more support in the process than others and there would be differences between communities that are parished and those who are not. He added that there should be a mechanism so that one person could not dominate the process. The Council must also consider whether it gives advice on becoming a charity, how to run meetings etc.

The Strategic Director reminded the panel that a key issue to discuss was how they would get involved. He explained that this topic affects many Council Services and many communities. He added that the Panel had a role in trying to shape future policy in their policy development role. He further explained that if this led to substantial policy change, it would be reported to full Council.

Councillor Rigby stated that in the policy development role, green targets and similar commitments should be remembered.

The Chair explained that as there was no available scrutiny support for a review until December 2012, a small group could come together to meet with officers and maybe visit some sites before the formal process began.

It was **agreed** that the group would be:

Councillors Manda Rigby, John Bull, Colin Barrett and Paul Myers (*Councillors would not be involved in discussing matters that they are involved in negotiating on*).

Councillor Macrae registered his discomfort that the working group may discuss sites while there was no policy in place. The Chair assured Councillor Macrae that it would be about policy development and any discussion of individual sites would be for case study purposes.

22 UNIVERSAL CREDIT - UPDATE

Ian Savigar – Divisional Director for Revenues and Benefits – updated the Panel on developments since the presentation they received in their September 2011 meeting and the workshop in March 2012. He explained the following points:

Welfare Reform Change - Update

- The timeline was still as it was previously. Any new claim after October 2013 is planned by the Department for Work and Pensions (DWP) to be a Universal Credit;
- The DWP would start communicating with people about starting up their own bank accounts to enable direct payments;
- In the lead up to Universal Credit, a lot of changes were being made to Housing Benefits such as how the rent is calculated and size criteria;
- Roughly 50 families in this area would be affected by 'Capping' (no household should get more than £26k in benefits annually);
- Landlords would in future no longer receive payments direct from the authority, claimants would be paid direct and some pilots are underway elsewhere to test this;
- One of the concerns was the expectation that all claims will have to be made digitally, the officer had been in discussion with the DWP on this and the need for some face to face delivery. Some people would also need help in managing the money now that they would be paid monthly;
- This authority had submitted an application to participate in a pilot for a face to face solution;
- Finally that the Social Fund was being abolished (community care grants/maternity grant/cold weather grants) and that he wanted a policy that would pick people up who will lose out through this.

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

Councillor Macrae stated that this authority should be making a stand as changes will affect our residents and our staff. He wished to see changes that are people focused, not process focused.

Councillor Gerrish stated that Councillors on this Panel had raised the above points before. He stated that there was a danger that isolated people get overlooked and the authority should use the knowledge from smaller advice groups who should be brought up to speed as we progress otherwise the advice sector would not be able

to provide support. The Divisional Director explained that he had a meeting with inter-agency groups the following day.

The Cabinet Member, Councillor Bellotti explained that this process is about coming out the other end with a fairer system and that, at present, a small section of families in Bath are drawing enormous amounts in benefits and others are working hard and not drawing such amounts. Councillor Bull disagreed and asked what would happen when they sought accommodation elsewhere and it was not available. Councillor Bellotti agreed that they would need help. He explained that it was about sending a message to people that it is worth going to work.

Councillor Macrae asked why the change to Universal Credit is being done at DWP level and not locally. The Cabinet Member explained that there has to be a national credit system.

Council Tax Benefit

- The Divisional Director explained that the DWP were trying to listen to this authority's concern on the changes being implemented. He explained that the Welfare Reform Act abolishes Council Tax Benefit and that there would be a new Local Council Tax Support Scheme from April 2013. The authority will get less money in the new scheme. He explained that pensioner's council tax support would be protected so the 12-13% reduction would affect working age claimants.
- He explained three options for the authority to fund the shortfall:
 1. Reduce the maximum eligibility to 72% of current amount;
 2. Fully fund the shortfall;
 3. (*preferred by Cabinet*) Reduce the amount of benefit by 22% and make a number of other simplifications.

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

Councillor Gerrish asked about parish precepts and how the changes will impact them. The Divisional Director explained that for technical reasons Parishes may need a significant Council Tax increase to offset the adverse impact on their tax base caused by the creation of Council Tax Support. He stated that he would clarify this information to all members and parishes once he had heard more from the government department.

The Divisional Director explained that he should find out on 20th July if the application to participate in the pilot for a face to face solution is shortlisted – members of the panel will be contacted following this.

23 CABINET MEMBER UPDATE

Councillor Bellotti – Cabinet Member for Community Resources - updated the Panel on the following:

- He referred to his recent announcement on the levels of spending on adult social care, he hoped that the Government would address this issue;
- He reported that the Keynsham Regeneration Scheme should be going to the Development Control (Planning) Committee in August and that changes had been made in light of comments received in the consultation;
- He referred to the Council papers which report an underspend for 2011/12 and reported that during the next budget round (2013/14), there would be three road shows rather than the usual one;
- He reported that Victoria Hall was planned to be refurbished and an anchor tenant was sought, with the library was being considered;
- In terms of the workplaces project, he reported that the Bath Street Offices were now closed and the Lewis House One Stop Shop was open, he recommended that members visit;
- He reported that plans were going ahead for the business/co-working hub on the ground floor of the Guildhall;
- On the issue of empty shops, he reported that there was not a problem in Bath.
- Finally, on the issue of growth, the Cabinet Member stated that he thought growth could be about the quality of life in society, not just money. He gave an example of the jubilee where the GDP was down due to the extra bank holiday but the feel good factor was up.

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

Councillor Gerrish welcomed the announcement on the range of seminars for start-up businesses and hoped there would be good take up on this.

Councillor Myers asked that 'Norton Radstock' not be used but that the Cabinet Member instead refer to Midsomer Norton, Westfield and Radstock.

Councillor Macrae agreed with the Cabinet Member on the quality of life point made above. He reminded the Cabinet Member that, while empty shops were not a problem in Bath, there were still empty shops in Midsomer Norton, Westfield and Radstock and he wished for this area to be put back on the radar.

The Chair thanked the Cabinet Member for his update.

24 PANEL WORKPLAN

The Panel noted the future workplan with the following amendments:

- The September meeting of the Panel has been moved from the 10th to 17th and will be held in Keynsham;
- The 'Carbon Management Update' item will move from September to the January 2013 meeting;

- A new item was added to the September agenda 'Implications of Pooling Business Rates in West of England Authorities';

The meeting ended at 8.30 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

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Resources Policy Development & Scrutiny Panel

Universal Credit Pilot – Update

Background

Council Connect and the Benefit service have been at the forefront of implementing system thinking solutions for our customers, with very successful results.

The planned introduction of Universal Credits using digital by default solutions is seen as a threat to some of the learning and changes brought about in our face to face services.

Whilst in favour of the principles behind Universal Credits we have sought to influence the Department for Work & Pensions in its planned delivery of the new Benefit, particularly in relation to the most vulnerable claimants and those needing face to face support. This stance has been supported by Members of the Cabinet, this panel and our local MP's.

Local Authority Led Pilots

Earlier this year the DWP announced that it would consider bids from Local Authorities from England, Scotland and Wales to explore how local expertise can support residents under Universal Credit, setting examples for other Local Authorities.

We applied to be one of these pilots and our application was shortlisted by the LGA who worked with the DWP to assess the bids. The shortlisted bids have now been scrutinised by DWP and we have now been selected as a Pilot site.

Our Proposal includes:

- To create Universal Credit World for face to face service delivery in advance of the actual changes coming in to effect.
- Working closely with partners already in our One Stop Shop, supplemented by colleagues from Job Centre Plus.
- Providing detailed measures for customer end to end contacts, identifying where problems occur.
- Help people to claim online benefits where possible; understand what may be preventing people claiming on line; and put in place support for people where needed.
- Identify which customers will need additional Financial Support and put in place appropriate solutions.
- Address wider life events and support in finding work if required

The Pilot

We meet with DWP on the 17th September to clarify funding and start dates which we hope will be the beginning of November. With money to accommodate a member of Job Centre staff and project support.

Appendix 1: - Our Proposal

Appendix 2: - DWP Letter of Acceptance

Appendix 3: - DWP Press Release - <http://www.dwp.gov.uk/newsroom/press-releases/2012/aug-2012/dwp095-12.shtml>

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Universal Credit 2013 Focus Local Authority led pilots

Thank you for expressing an interest in submitting a proposal to be a pilot in preparation for universal credit implementation. Submissions will be considered by a panel of Local Government Association members and successful pilots will work closely with the UC Programme.

The application form allows you to provide the following information:

Part 1: Local authority details

Part 2: Summary of existing processes

Part 3: Summary of proposed pilot

Part 4: Key requirements

Part 5: Additional requirements – innovative and transformational characteristics

Part 6: Financial data – costs, benefits and non financial outputs.

Your completed application form should be returned by 18th May 2012

You can navigate through the application using the arrows at the bottom of each page. Use the back arrow if you wish to amend your response to an earlier question. If you stop before completing the application form, you can return to this page using the link supplied in the e-mail and you will have the option to continue from where you left off.

We advise that you save a copy of what you have written using the sample Word document available on the website, as you will not be able to print off a copy of your application at the end of this online form.

If you have any queries about the application, please contact LG Finance, policy by
Email: lgfinance@local.gov.uk

Part 1 - Local Authority details

Local authority details

Local authority name Bath & North East Somerset
Type of authority Unitary

Principal contact

Contact name Ian Savigar
Job title Divisional Director Customer Services
Telephone 01225 477327
Email address ian_savigar@bathnes.gov.uk
Address line 1 Revenue & Benefit Services
Address line 2 PO Box 2797
Address town BATH
Address county Somerset
Postcode BA1 1WF

Secondary contact

contact name Elaine Riddle
Telephone no: 01225 396544

Please provide a brief demographic overview of your authority (eg population, rural/urban etc):

Please describe in not more than 3000 characters (the equivalent to approximately 250 words).

Bath & North East Somerset Council is a mixture of Rural and Urban populations. It was created in 1996 as part of local government reorganisation, combining the old Wansdyke District Council and Bath City Council. The overall population of Bath & North East Somerset is around 180,000 with approximately half of this number being located in the City area and the rest in surrounding Rural localities. We have 3 main population Centres; Bath ; Keynsham and Midsomer Norton. We have 76,748 Banded properties for Council Tax purposes; Bath is a University City and has a large transient population of students. We have 5,698 properties identified for National Non-Domestic Rating purposes Whilst the City of Bath is relatively affluent we have 5 neighbourhoods which are recognised as deprived areas and also a mixture of Rural wealth and poverty. We have 12,187 live Council Tax Benefit Cases and 10,591 live Housing Benefit Claims. Roughly 50% of our caseload are Pensioner claims; 30% fully passported working age claimants and 20% low paid working age. With a combined caseload of 13,960. There are 2400 jobseekers, 20,500 ESA/IB claimants and 14,500 Income Support claimants of whom 11,200 are lone parents The number of new JSA claims taken through Bath Jobcentre averages 450 per month. Between 40 – 50% of these are on line

Part 2: Summary of existing processes

In up to 250 words, please describe your existing processes for benefits delivery and customer handling that will be changed by the pilot.

In up to 250 words, please describe your existing processes for benefits delivery and customer handling that will be changed by the pilot.

Please describe in not more than 3000 characters (the equivalent to approximately 250 words).

We currently offer face to face council services through our One Stop Shops located within the three main population centres. Having adopted systems thinking methodology for delivering our Housing & Council Tax Benefit service and working with the DWP Performance development team we have modified our service to reduce waste and failure demand. In the absence of a fit for purpose online solution for Housing & Council Tax Benefits we have actually encouraged customers to use our face to face service, but at the

same time we have removed the need for complicated forms and do operate a mediated online solution. Our pilot will seek to take the learning from our systems thinking process and widen the solution to all Benefits to be included with Universal Credits. We will introduce face to face mediated support with applications for DWP Benefits where online claims exist – (such as Job Seekers Allowance & benefit calculations where they do not – such as Working and Child Tax Credits.) For those customers already within the Benefit system and those looking to get back into work we will offer 'better off' calculations. We will introduce customers to online Benefit gateways and help those who lack confidence and knowledge & identify those that need extra support and guidance. On identifying those with additional needs we will refer them to 3rd parties such as Citizens Advice Bureau, Housing Associations, Credit Unions and other local organisations offering assistance and support who will be onsite within our 'One Stop Shop's'. Through this process we will be empowering the customer to take ownership & responsibility of their own financial situation. Thus giving customers a 'one stop' benefit system more in line with what will be expected for Universal Credit. We will work alongside DWP colleagues to operate a triage solution, we will observe and record customer behaviour and we will case study and review cases in order to provide learning to encourage greater use of digital services in the future. Customers with HMRC queries are currently passed to onsite HMRC staff, this would change for Tax Credits to offer a more complete service. Similarly with Job Centre Plus customers, instead of initially referring them to the local Jobcentre as per our current procedures, we will seek to offer as much help as we can to access DWP benefits. Shared front office is a national programme and we are becoming a leading example.

In up to 250 words, please describe your existing performance measures/indicators for benefits delivery and customer handling that will be changed by the pilot.

In essence our HB & CTB customers set nominal demand for end to end awards. Over 60% of Customer visits result in what we call job done (claim processed completely) Average end to end times for new claims in April was 2 days We have measures in place to measure footfall with all our offices. (There are around 600 HB / CTB related enquiries in our offices per week) Although the number of new claimants requiring support is much less at around 15 - 20 per day... (we understand the likely number of Job Centre Customers requiring similar levels of support would be around 10 per day) We monitor new claims on a weekly basis, checking end to end times from date of first contact to completion. Statistics are recorded for number of customer & staff touches along with percentage completed there & then and also within 3 days. In April Staff touches amounted to 1.1 and Customer touches with the Service 1.2. From the start of our review in 2009 to now, our end to end time for a new claim has come down from an average of 39days to 2days for face to face claimants, most claims are now completed there and then with a customer service advisor. Measures are also in place to check for claims that may have taken over 50days including taking remedial action to prevent this happening again. A new measure would be put in place to monitor customers needs throughout the digital process, monitoring & identifying what assistance they require and what obstacles they found. Our aim would be to reduce both customer and staff member touches to 1 for all Benefits (one and done) We would monitor return visits and particularly capture where the end to end process has failed and why. We would measure the added value / life event scenarios by customer type Regular reviews with partners and customers to reveal qualitative data about the process and experience

In up to 250 words, please detail your experience of implementing major changes to tight timescales.

Working in HB & CTB we are extremely familiar with implementing major changes to tight timescales. Recent examples include: LHA (Local Housing Allowance) - we worked well with partners, Banks and providers and had a very good implementation process. Atlas is up and running without major issues TUO (Tell Us Once Bereavement and Birth) We were congratulated by the DWP implementation team on our handling and smooth installation of these procedures. On Fri the 18th May 2012 The Minister for Pensions Steve Webb MP will be opening our new One Stop Shop in Bath which has been a major project management exercise involving contractors, architects, consultants and partners. the project has been

delivered on time and within budget and the success is largely down to our team.

In up to 250 words, please give details of your current partnership relationship with DWP Jobcentre Plus and other delivery partners.

We have a very good network of Partners, many of whom are represented and work alongside us in our One Stop Shop(s). HMRC have had a permanent presence in our One Stop Shop in Bath for over a year and have actually seen an increase in demand over this time. The service complements our own Council services and is well liked by customers and staff. They do not handle Tax Credit enquiries and this would be an enhancement if they could. DWP Jobcentre Plus have worked with us on our systems thinking review and we have improved working relations over time, although we do not currently share any services. In preparation for this bid we have identified good potential for sharing resource in at least one of our One Stop Shops in order to enhance learning and encourage increased digital take up. We do have a Job centre kiosk in our Midsomer Norton Office. Other partners with whom we have very good relations are CAB, Somer Housing (our major RSL) Age UK; Connexions. all of these partners will have a permanent presence in our new One Stop Shop. In addition we will have ad-hoc attendance from organisations such as Bristol Credit Union, Sofa Project, Police, Fire and others.

Part 3. Summary of proposed pilot

Successful bids must fulfil the criteria outlined in the prospectus. This part of the application should include the main aims and objectives of your proposed pilot specifically completing each of the following questions.

Please describe in not more than 3000 characters (the equivalent to approximately 250 words).

Who will lead the work within your authority?

(please amend if necessary)

Contact name Ian Savigar
Job title Divisional Director Customer Services
Telephone 01225 477327
Email address ian_savigar@bathnes.gov.uk

Please state the proposed start and end dates of the pilot.

Start date July 2012
End date October 2013

In up to 250 words, please give details of the main aims of your pilot.

We aim to create Universal Credit World for face to face service delivery in advance of the actual changes coming in to effect, by providing access to all of the component parts in one place. We aim to understand peoples needs and capabilities for accessing these combined benefits via digital online channels. We aim to triage people seeking to access these benefits in order to enable customers / claimants to access Benefits in the most appropriate way. We aim to identify those customers who are likely to be in most need of financial support under the current and future systems in order to link them up with the right kind of advice and support. By providing a more complete benefit package we will ensure maximisation of take up of benefits which may otherwise be missed. In addition to out of work benefits knowledge we will also provide back to work assistance such as access to Job Centre & agency job vacancies, back to work calculations and sign posting to other in work

help and financial assistance. We aim to, through this, identify potential barriers customers may face accessing digital services both initially and on an ongoing basis. Highlighting these issues should make for a smoother transition to Universal Credit. We aim to address the life event issues that cause people to turn up for help in a more holistic / tell us once type solution. We aim to ensure the right partners are engaged in this pilot in order to ensure joined up service provision. We aim to work with partners to deliver training for customers who need additional help. We aim to review the end to end experience in order to improve the overall experience, to drive out waste and ensure a right first time approach.

In up to 250 words, please give details of the services/agencies that will be involved and their role within the pilot.

Customer Services, Revenue & Benefit Services - is our lead internal council service provider, responsible for ensuring resources are in place; co-ordinating the process; monitoring and performance. (basic Project Management) DWP - To provide resources to support the pilot, including knowledge and expertise around JSA / ESA and other DWP Benefits. Support to access online services. HMRC - To provide support and assistance for accessing Tax Credit applications and any associated issues. Citizens Advice - To provide impartial help/advice and support to customers and also learning for the pilot. Somer Housing - To provide assistance for potential homeless cases and also Housing related issues Bristol Credit Union - To provide Financial help. IT training provider (DWP have a contact for this) Age UK - any Pensioner related enquiries, which I anticipate are likely to grow as news of the Welfare Reforms increases. We would seek to encourage other partnership contact with NHS and Public Health bodies as well as a range of other Council Services including Housing to understand the future provision of Financial support and homeless issues.

In up to 250 words, please outline how many staff will be affected by the pilot

The pilot is expanding our current way of working & so will touch all our frontline resource. We currently have approximately 15 frontline staff who would be directly involved. Two members of HRMC are currently based within our existing service. A member of JCP frontline staff to provide assistance will be valuable and is a possibility subject to funding provision.

How many claimants will be affected by the pilot?

Average footfall is 600 per week across our offices, of this new claimants requiring support is likely to be around 20 per day

In up to 250 words, please describe how the pilot will manage stakeholders and communication

The pilot will be about making the most of existing facilities but pulling them all together in one place, this will not rely greatly on external stakeholders other than those who are already working together and have an existing framework in place for communication. We will need to work with Stakeholders in order to develop effective communications in relation to learning and performance monitoring and these can be arranged at the appropriate times. In advance of the Pilot starting we would seek to have a memorandum of agreement about the required commitments of each partner / stakeholder and an agreed working protocol. This would be treated as a project and appropriate project methodology applied including risk registers, action plans, milestones and reviews. The Council would take a lead role.

Part 4: Key requirements

Which of the following key requirements does your pilot intend to address

Write 'YES' next to those selected

Promoting the claimant's ability to access online services and reducing their need for mediated support. YES

Helping the claimant to prepare for and access work opportunities to promote financial independence YES

Delivering efficiencies such as rationalising estate, improving access, supporting data sharing and reducing administrative costs. YES

Minimising the risk and costs of abuse of the benefits system via fraud or error. YES

Making things simpler and easier to use to support claimants to secure and retain suitable accommodation. YES

In up to 250 words each please outline how you will meet the key requirements. Please also outline any risks that may affect delivery of the requirement and how you intend to mitigate the risks.

Please describe in not more than 3000 characters (the equivalent to approximately 250 words).

Promoting the claimant's ability to access online services and reducing their need for mediated support

Mediated Support is part of the way we already work but will be enhanced with JCP support, it will be reduced over time by teaching customers how to help themselves but also informing the development of Universal Credit by identifying areas of difficulty. Access and cooperation from key partners such as DWP and HMRC We will initially guide and support existing customers through the process of online benefit applications in order for them to gain confidence and knowledge to be able to manage their own financial needs in the future. We aim to identify IT needs and refer people to local free IT training where applicable. By offering access to all current benefits at one service point we can reduce customer confusion and duplication of information. Monitoring and reviewing the process will identify barriers to digital inclusion which can be removed as Universal Credit is further devised and implemented.

Helping the claimant to prepare for and access work opportunities to promote financial independence

Our face to face pilot will identify those customers most in need of financial support, by taking them step by step through their whole benefit entitlement we will be empowering them to take responsibility for their own financial affairs and preparing them for Universal Credit. We will also be providing assistance for those seeking work as well as those in work, introducing them to online job vacancies via the Job Centre and other job agencies. We will provide access to a wide range of self serve PC's and Public Telephones in order to access information about work opportunities. Working with JCP we will also be able to sign post people to job clubs and other support. Working with our own economic development team we will be able to provide a wider range of support and career advice. Connexions will also be present in our one stop shop and can provide further help. Our new One Stop shop also offers flexible space for out of hours training and recruitment drives by local employers.

Delivering efficiencies such as rationalising estate, improving access, supporting data sharing and reducing administrative costs

As a Local Authority we have recently undertaken measures to rationalise estate, this is part of an ongoing Systems Thinking Review. Improved access will come as the pilot progresses through education of customers & closer working with stakeholders. This will also encompass 'supporting data sharing' as we work alongside government partners such as JCP, HMRC and external partners such as aforementioned Credit Union, CAB, AgeUK. Some of our Partners have already managed to released property assets in order to share our accomodation and resources, e.g. CAB, Somer Housing, with others considering the possibility. We would envisage closer working with JCP, HMRC and completing calculations with customers at their initial point of contact would prevent the potential for overpayments and duplication, increasing customers awareness of not only their entitlement to benefits but also the responsibilities this brings. Again by reviewing the process from the outset &

monitoring its progress, we will be able to identify barriers to access which will in turn reduce admin costs. There are potential longer term benefits from shared working which could reduce the need for estate. We could also utilise other public facilities such as Libraries in a more effective way depending upon the learning. We will be sharing customer demand and customer profiling with our partners to better focus service delivery, something many of our partners have struggled with previously.

Minimising the risk and costs of abuse of the benefits system via fraud or error.

Recent experience of an improved Face to Face service has demonstrated to us that people are initially less likely to provide incorrect information when providing this directly as opposed to in the post. As mentioned previously by providing a more thorough benefit service we will be educating and empowering customers as to their entitlements which again should minimise the risk of potential fraud and error. By doing this jointly the information gathered will be consistent again preventing fraud and error.

Making things simpler and easier to use to support claimants to secure and retain suitable accommodation

Our current working practices, which have reduced claim processing times dramatically already do this. This will only be improved by providing a greater all in one joined up service with other partners. If we can help speed up the process across all agencies, it will reduce waste and help people to be confident in helping themselves then this will be a very valuable outcome. By offering this joined up solution we will ensure benefit take up is maximised and ease pressure on the most vulnerable.

Part 5 - Additional requirements - Innovative and transformational characteristics

In up to 250 words, please outline how the pilot will improve the simplicity for the claimant. Please also outline any risks that may affect delivery of this requirement and how you intend to mitigate the risks.

Please describe in not more than 3000 characters (the equivalent to approximately 250 words).

Reducing complexity for claimants and simplifying their experience of dealing with agencies, with the aim of reducing the need for mediated support

This has previously been covered. The whole aim of the pilot will be exactly this. We will be taking, wherever possible, the need for customers to initially have to face the barrage of different government agencies. We will be bringing these altogether in a similar vein to Universal Credit, which will ease the customer into the newer benefits to come.

Working with partners to deliver a joined up solution with local access and delivery, easy for service providers and claimants, particularly those who need additional help, to understand and navigate

Again this is the epitome of our pilot. As well as easing people into the Benefits system & holding their hand through the initial claim process, we will be there as a crutch for those who are unable to or are lacking confidence to access these systems on their own. By providing a trusted central and rural access within communities we will fill the void left by JCP / HMRC for the vulnerable within the community. Our new One Stop Shop is recognised as a great public space that does not feel like a government or council space and will put people at ease when dealing with difficult events in their life. We will have a huge range of partners available and it will truly be a Public space.

Part 6: Financial and planning data

The following section allows you to tell us: the forecast cost of the pilots, financial benefits and savings and non-financial benefits. Please use your best estimates if actual figures are not available.

Outline cost

	Year 2012/13	Year 2013/14	Total costs
Local authority costs			
Staff	35,000	20,000	55,000
Communications	1,000		1,000
Evaluation	5,000	5,000	10,000
Support costs	2,000	1,700	2,000
Other costs (please specify)			
Total local authority costs:	43000	26,700	69,700
Other organisations costs			
Staff	20,000	10,000	30,000
Communications			
Evaluation			
Support costs			
Other costs (please specify)	2,000	1,750	3,750
Total other organisation costs:	22,000	11,750	33,750

If necessary, please add any further information or clarification on costs, including any details on partner organisations.

Costs include the provision of DWP resource to support existing Council staff who can operate the Pilot. Additional costs also include Project resource and an element of accommodation costs. It should be noted that timescales for pulling this together are extremely tight and costs can only be a rough estimate at this stage.

Financial benefits

What is the forecast tangible financial benefit of the pilot activity?

	Year 2012/13	Year 2013/14	Total Savings
Local authority			
Other organisations			

If necessary, please add any further information or clarification on savings, including details on partner organisations:

I cannot identify tangible benefits but applying systems thinking and reducing waste in our own systems has delivered in excess of £200,000 savings in admin costs and significant reductions in overpayments, backdates appeals and subsidy loss, these savings can be replicated in other organisations such as DWP if the pilot is allowed to succeed and reduce waste and failure demand in the system. The potential rationalising of estate could also generate significant savings but would need to be an outcome of the Pilot! By bringing these contacts in to one place the LA or partner organisations should be able to realise staffing savings.

Non Financial benefits/outputs

Please describe the forecast non-financial benefits of the pilot activity? Examples of non-financial benefits include improving work outcomes, financial independence, on-line take-up etc.

Any change in an outcome described should where possible be quantified (for e.g. increases on-line take up by 1,000 claimants per month).

The purpose of this pilot would be to enable learning and best practice to be adopted in to the new Welfare Reforms and delivery of Universal Credits. Its success will enable the anticipated business case to come to fruition and in itself should not be viewed as a means to delivering short term financial benefits! We would aim to increase online take up for Job Centre Benefits, these are still to be negotiated. Learning from the pilot will enable improved take up of online solutions It will inform future designs and increase a tell us once approach to benefit customers and partners. (Typically reducing 7 customer touches in to 1) An efficient gateway process will ensure reduced demand on processing centres and contact centres and this should be measured as part of the process.

Please detail where pilot activity constrains or reduces the ability to achieve outcomes. These should be shown as negative non-financial benefits.

A lack of partner / stakeholder support will diminish the results of the pilot. Failure to address issues highlighted by the pilot will impact results, including the ability to contact and influence the end to end process. We appear to have very good working relations with Local Job Centre Plus to make this a success but their abilities to influence the whole process are limited and we will need support from Processing centres and other elements of DWP and HMRC.

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30th August 2012

Ian Savigar
Divisional Director Customer Services
Bath and North East Somerset

Dear Ian

Re: Universal Credit – 2013 Focus – Local Authority Led Pilots

I am happy to inform you that your local authority's Application to lead a pilot in preparation for Universal Credit implementation in the programme of 2013 focus pilots has been successful.

The activity in the pilot which your local authority is to lead, shall be as set out in your local authority's Application and accord with the aims and principles set out in the Prospectus for 2013 Focus Local Authority Led Pilots. I would like to highlight particularly the importance we attach to capturing learning and best practice and in return for receiving funding, your local authority agrees to:

- provide regular evaluation and management information about the pilot as agreed with DWP. This will include a monthly progress report showing progress against the project plan and highlighting any issues arising as well as delivering a full evaluation report;
- work with DWP to help facilitate wider learning across the sector by participating in seminars and workshops and hosting open days for peers;
- keep confidential the terms of this letter and not disclose any confidential or commercially sensitive information regarding the pilot without the prior written consent of DWP;
- permit DWP to publish and use material provided by you about the pilot; and
- share its communication plan with DWP **after** a formal announcement has been made by DWP about the Local Authority Led Pilots so that all communications are properly coordinated (see contact details below)

The contact detail for the UC Communications Team is Julian Anderson Tel: 020 7829 3370. Email: JULIAN.ANDERSON@DWP.GSI.GOV.UK and the DWP Press Office is Daniel Barnes Tel 0203 267 5123 daniel.barnes@dwp.gsi.gov.uk

A member of the UC Local Authority Team will be in touch with you shortly to discuss the projected costs of the pilot and the associated funding and the commencement of the pilot.

In addition, we would like to invite you and one other colleague to a workshop on Monday, 17th September in Caxton House, London from 11.00am to review and discuss the arrangements for the mobilisation and running of the pilots. This will also provide an opportunity to meet other pilot leads and DWP Operational representatives. Further details will be issued shortly.

The provision of grant funding by the Department for Work and Pensions is conditional upon compliance with the declaration on behalf of your local authority at the end of your local authority's Application signed by yourself.

Please acknowledge receipt and acceptance of the terms of this letter by signing, dating and returning the enclosed copy.

I would like to add my congratulations to your authority on its successful application.

Yours sincerely

Tim Read
Director, Universal Credit Programme

We hereby acknowledge receipt and accept the terms of this letter.

Name:

Title:

Date:

Appendix 3 – DWP Press Release

31 August 2012 – Freud announces successful Local Authority led Universal Credit pilots

Local authority led pilot projects that will support people to claim Universal Credit were named by Lord Freud, Minister for Welfare Reform, today.

Twelve pilots will run from Autumn 2012 to explore how local expertise can support residents under Universal Credit, setting examples for other local authorities across the country.

The pilots, spread across Great Britain, will include help for claimants to build online skills to claim Universal Credit and look for jobs, as well as to develop financial management skills.

The pilots include:

- Birmingham City Council's pilot will introduce a digital logbook of government services for residents and highlight those who need extra support with financial skills and digital literacy.
- A joint bid from Melton and Rushcliffe Borough Councils will identify the most vulnerable members of the community in order to provide support in increasing financial inclusion and get customers ready for work, working with the local voluntary sector and the county council
- Oxford City Council will build on their work with DWP as a Direct Payment Demonstration Project to work with residents not in contact with Jobcentre Plus.
- North Dorset District Council will work with a credit union, Citizens Advice, DWP and the social housing provider Spectrum to provide money advice, budgeting support and employment skills for people living in remote areas.

Lord Freud said:

"We know some people will need support when they first claim Universal Credit and these projects will highlight how councils can use their local expertise to help residents."

"Helping people to claim online can combat social exclusion; getting online can improve people's jobseeking skills and help people get ready for the modern workplace as well as giving them the ability to shop, bank or use many internet services for the first time."

Sir Merrick Cockell, Chairman of the Local Government Association, said:

"Universal Credit marks an enormous shift in the way benefits and tax credits are administered and it is vitally important that people receive the right support both during and after the transition."

"Councils are uniquely well placed to provide people with the face-to-face help they may need to navigate the new scheme. The pilot councils will be

instrumental in smoothing the changeover for their local residents and will provide invaluable pointers on how the scheme should be rolled out more widely in 2013."

"All the pilot applications were of an incredibly high standard and we were very pleased to see such a positive response from the sector. It is very clear that local authorities feel they have a strong role to play. We look forward to working with the pilot councils and the DWP to ensure local people receive a high level of service and support."

The twelve areas chosen to run pilots are:

- Bath and North East Somerset Council
- Birmingham City Council
- Caerphilly County Borough Council
- Dumfries and Galloway Council
- London Borough of Lewisham
- Melton and Rushcliffe Borough Councils (as a partnership)
- Newport City Council
- North Dorset District Council
- North Lanarkshire Council
- Oxford City Council
- West Dunbartonshire Council
- West Lindsey District Council

Two further pilots by Oldham Council and Wigan Council will be run as part of the Pathfinder preparations.

Universal Credit has been designed as an online service, but the Government understands that some people may still need face-to-face support.

The pilots will examine how councils can help to provide these services and how face-to-face services can help people to become digitally independent.

Further pilot projects are due to be developed after 2015 to set the longer term role for councils in supporting Universal Credit claimants.

Notes to Editors

1. The choice of 12 areas was made following long lists presented to DWP by the COSLA, LGA, and the WLGA.
2. The local authority led pilots will complement work already underway as part of the preparation for Universal Credit, including Pathfinder and the direct payment demonstration project.
3. Universal Credit will replace income-based JSA, income-related ESA, Income Support (including SMI), Working Tax Credits, Child Tax Credits and Housing Benefit.
4. Universal Credit will help to lift as many as 350,000 children and 550,000 adults out of poverty.

Media Enquiries: 0203 267 5123

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Website: www.dwp.gov.uk

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Bath & North East Somerset Council	
MEETING:	Resources Policy Development and Scrutiny Panel
MEETING DATE:	17 September 2012
TITLE:	Community Asset Transfer – Update and Next Steps
WARD:	ALL
AN OPEN PUBLIC ITEM	
List of attachments to this report:	
APPENDIX: Background and Briefing Materials relating to Community Asset Transfer and Assets of Community Value	

1 THE ISSUE

1.1 This report updates the Panel on progress made since the previous meeting in relation to community assets. It also sets out opportunities and materials for members to be updated on developments nationally and from work in other authorities.

2 RECOMMENDATION

The Resources Policy Development and Scrutiny Panel is asked to agree that:

2.1 The update information contained in the report be noted

2.2 Members note the materials and links on this subject set out in the report and Appendix

2.3 The members of the Panel's Community Assets sub-group be delegated to finalise the details of any visits or other research arising from this material

2.4 Any comments on the Assets of Community Value provisions be made to the Economic and Community Development Panel

3 FINANCIAL IMPLICATIONS

3.1 There are no direct financial implications arising from this report.

4 THE REPORT

4.1 The Panel at its July meeting received a report and presentation on Community Asset Transfer and resolved to establish a group to discuss the policy development implications of this, to consist of Councillors Manda Rigby, John Bull, Colin Barrett and Paul Myers

4.2 Since that meeting there have been a number of key developments in this field which it is considered timely to bring to the full Panel during this cycle. These are

- After some delay, the national regulations arising from the Localism Act on “assets of community value” have now been published. This provision places a duty on authorities to maintain a register of such assets, using criteria laid down in the Act and regulations. Once an asset is placed on the register specific provisions apply when there is a proposal for sale in order to provide an opportunity for the community to prepare a “bid” for the asset. A report on the provisions of this aspect of the Localism Act is being presented to the Economic and Community Development panel on 27 September. A report will be presented to Cabinet on 10 October. In particular, the Council will need to be clear on the process and criteria for placing assets on the register.
- A Council Project Group on Community Assets has now been established and the first meeting arranged. It will be important to ensure that opportunities presented by the Localism Act provisions are linked with the Council’s overall approach to community assets as identified by the Panel in July. The Project Group will therefore receive reports on the Council’s approach to community assets and on the provisions within the Localism Act.

4.3 The Council’s approach to community assets is also linked to its wider approach to community engagement and localism. Different councils exemplify particular approaches to these issues and there are potential opportunities to engage with and learn from these through visits or other research. Examples include:

- Wiltshire Council, which is developing “[Community Campuses](#)” to bring together facilities in local communities
- Exeter- where the City Council is establishing “[Community Hubs](#)” and the County Council has transferred the Exeter community centre to a local trust.

4.4 Chapter 2 of the booklet [Localism in Action](#) sets out more detail on how Community Assets are being used in councils in the South West to improve community involvement.

4.5 In addition, the following councils have entered into the Government’s “multiple asset transfer” programme, which means that they are pursuing transfer of a number of assets to meet a particular policy goal or approach.

- **Herefordshire County Council** – planning to transfer multiple heritage properties in Ledbury town centre to provide a coordinated “Heritage Offer” and a sustainable future for significant heritage buildings.
- **Cheshire West & Chester Council** – planning to work with a housing association to progress the transfer of a number of assets to a “special purpose vehicle” as part of its approach to neighbourhood management. Over the next 3-5 years, the aim is to develop a community enterprise that is capable of delivering locally integrated public services in the area.
- **East Sussex County Council** - exploring collaborative approaches to property ownership with public services and the VCS through its SPACES - Strategic Property Asset Collaboration in East Sussex- working group
- **Leeds City Council** - reviewing its portfolio of community buildings
- **Stockton-on-Tees Borough Council** - developing a scheme to enable interim ownership with subsequent onward transfer to community organisations, when barriers to ownership and management have been addressed.
- **Wakefield Council** - implementing a systematic approach to multiple asset transfer.
- **Bristol City Council** - mapping community assets, other community resources and local needs/wishes/aspirations

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 An EqIA has not been completed as this report provides update information only

7 CONSULTATION

7.1 Consultation in this report take place with the Chair and Vice-Chair of the Panel, the Strategic Director - Resources and the Divisional Director, Policy and Partnerships

8 ISSUES TO CONSIDER IN REACHING THE DECISION

8.1 *Social Inclusion; Customer Focus; Sustainability; Property; Corporate; Other Legal Considerations*

9 ADVICE SOUGHT

9.1 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.

Contact person	Andy Thomas, 01225 394322
Background papers	Community Asset Transfer- Presentation Resources Policy Development and Scrutiny Panel, 16 July 2012
Please contact the report author if you need to access this report in an alternative format	

APPENDIX Background and Briefing Materials relating to Community Asset Transfer and Assets of Community Value

1. Localism Act and Assets of Community Value

[Bath & North East Somerset Council Quick Guide to the Localism Act](#)

Locality Website- [community right to bid](#)

2. Supporting materials and information relating to Community Asset Transfer

[“Making Assets Work”](#)- the Quirk review

[Asset Transfer Unit](#)

Asset Transfer Unit – [Example Asset Transfer Strategy](#)

[Multiple Asset Transfer Programme](#)

[Community Organisations Controlling Assets: A Better Understanding](#) (Summary of report from Joseph Rowntree Foundation)

3. Examples of Asset Transfer Policies from other Councils

[Bristol City Council](#)

[Ashfield District Council](#)

[Portsmouth City Council](#)

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Bath & North East Somerset Council	
MEETING:	Cabinet
MEETING DATE:	11 July 2012
TITLE:	City Deal - Bristol & West of England
WARD:	All
AN OPEN PUBLIC ITEM	
<p>List of attachments to this report:</p> <ul style="list-style-type: none"> • Appx 1 City Deal - West of England final document (setting out the principles) • Appx 2 Unlocking Growth – Cabinet Office guide to City Deals 	

1 THE ISSUE

- 1.1 Government have accepted a proposal from the West of England Unitary Authorities (Bristol, Bath & North East Somerset, North Somerset and South Gloucestershire) to establish a City Deal with extra incentives to reward each authority for economic growth.
- 1.2 The proposal is only at an ‘in principle’ level and will require more detailed work before it can be recommended for approval. Once this work has been completed reports will be submitted to both Cabinet and Council during the autumn (September or November 2012).

2 RECOMMENDATION

- 2.1 No Cabinet decision is sought. This briefing note outlines the Government’s in principle acceptance of the City Deal proposal for the West of England and agrees that a further report be submitted to Cabinet and then Council in the autumn.

3 FINANCIAL IMPLICATIONS

- 3.1 The financial implications are set out in the enclosures to the extent they have been assessed.
- 3.2 One of the key principles is that the proposal must demonstrate a better financial solution for each of the four West of England Unitary Authorities compared with the new financial settlement for local government which will apply from April 2013.
- 3.3 Under the new settlement for local government the first 50% of business rates growth (or reductions) will be retained locally. This is an incentive to invest in growth.
- 3.4 In 2020 the new system is due to be 'reset' and that may mean most of the benefits are removed to be pooled nationally and redistributed according to need. The arrangements for future resets are not yet clear and they will be difficult for government to apply so may be subject to damping or other changes.
- 3.5 The new system has many other features and is set out in the Communities and Local Government web site. The purpose of this paper is not to set out those details but simply to reference them as the relevant benchmark for the City Deal.
- 3.6 The City Deal will enable 100% of the growth in business rates from the Enterprise Areas and the Enterprise Zone (the EAs are spread between the UAs; the EZ is in Bristol only). Up to 90% of the business rates growth in B&NES could come from the Enterprise Area, based on figures in the draft Core Strategy.
- 3.7 The business rates growth or a proportion of it, from the EAs and the EZ will need to be pooled across the WoE under the proposals. This will then be shared to support investment in infrastructure but also retained for 'service and demographic pressures' in each UA.
- 3.8 This Council has been clear that it will want to ensure that it is substantially better off in the medium to long term under the proposals, that 'ring fencing' does not prevent it from investing in general service and demographic pressures, and that the governance of the pooled funding is right. This may mean in practice that the key issue is potentially about how the extra 50% of business rates retention is retained and governed.
- 3.9 The City Deal principles are set out in section 3 of the enclosed report. The detail has yet to be agreed and the modelling to date is high level. As a result there is not yet any formal agreement to participate in this deal albeit an expression of interest has been clearly lodged.
- 3.10 The levels of investment across the West of England are indicative, mainly outside B&NES, but need to be detailed and included in the relevant capital programmes and subject to Council approval. The enclosed report shows more information.

4 CORPORATE OBJECTIVES

4.1 All of the Council objectives are affected but especially 'a stronger economy'.

- *Promoting independence and positive lives for everyone*
- *Creating neighbourhoods where people are proud to live*

- *Building a stronger economy*

5 THE REPORT

- 5.1 A key element of the deal is the proposed financial arrangements and these are set out above and in the enclosure. This is the 'growth incentive'.
- 5.2 The other key elements of the Deal are set out in the enclosure and relate to:
- (1) Transport Devolution Agreement
 - (2) People and Skills Programme
 - (3) City Growth Hub
 - (4) Public Property Board
- 5.3 The public property board is Bristol only. This Council's workplaces project is already cross public and other sectors – as exemplified in the new Bath 'one stop shop'.
- 5.4 Bath Package transport scheme is unaffected by the proposals.
- 5.5 Much of the commitment to invest relates to Bristol and to some extent South Gloucestershire.
- 5.6 The benefits of the scheme stretch beyond its content today into associated benefits linked to the sub-region being well placed to attract government funding.
- 5.7 Governance arrangements have yet to be established and will be a key part of the deal, although the LEP Board will need to be consulted and their role in the new arrangements has yet to be defined.

6 RISK MANAGEMENT

- 6.1 A risk assessment will be compiled alongside the proposed scheme as it is developed. Paragraph 3.8 is relevant, as will be the detailed modelling yet to be completed, and the equalities issue set out below.

7 EQUALITIES

- 7.1 An equalities impact assessment will be compiled alongside the proposed scheme as it is developed.
- 7.2 A key issue is the retention of an ability to fund service and democratic pressures under the new arrangements at least as well as would be possible without the existence of a City Deal.

8 RATIONALE

- 8.1 This report is for noting only. The work to date has enabled B&NES to remain part of the emerging proposals for the City Deal for the West of England if it so wishes.

9 OTHER OPTIONS CONSIDERED

9.1 The alternative options would be to exclude the Council from the Deal before the detail had been assessed. As it is, the Council is able to participate in the deal and benefit from any additional rewards for growth, albeit that various principles have been set as described 3.8 above.

10 CONSULTATION

10.1 *Group leaders, cabinet and statutory officers in the Council have been consulted along with the three other WoE UAs and the Government Cabinet Office.*

11 ISSUES TO CONSIDER IN REACHING THE DECISION

11.1 *Social Inclusion; Customer Focus; Sustainability; Human Resources; Property; Young People; Human Rights; Corporate; Health & Safety; Impact on Staff; Other Legal Considerations*

12 ADVICE SOUGHT

12.1 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.

Contact person	<i>Andrew Pate, Strategic Director - Resources</i>
Sponsoring Cabinet Member	<i>Paul Crossley - Leader</i>
Background papers	<i>Emerging new system of Local Government finance as set out on the CLG website.</i>
Please contact the report author if you need to access this report in an alternative format	

Bristol City Region

City Deal

West of England

Bath & North East
Somerset Council



West of England

Local Enterprise Partnership



Contents

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2. Introduction:
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 - 2.2. Governance
 - 2.3. Vision and strategy for growth
3. The Deal:
 - 3.1. Growth Incentive Proposition
 - 3.2. Transport Devolution Agreement
 - 3.3. People and Skills Programme
 - 3.4. City Growth Hub
 - 3.5. Public Property Board

1. Executive Summary

This Deal will unlock significant economic growth for the Bristol city region.

It is a proposition built on:

- Underlying economic strength in Bristol and the West of England, unmatched by any other core city region.
- An ambitious vision for the local economy and a growth strategy to unlock future potential.
- Clear and well-established partnership arrangements providing confident leadership and robust governance.

The Bristol City Region Deal is made up of 5 main elements:

- **Growth Incentive Proposition**, the headline proposition in the Bristol Deal, creates a genuine incentive for the city region to invest in economic growth and job creation. The West of England authorities will be allowed to keep 100% of the growth in business rates raised in the city region's network of Enterprise Areas, over a 25 year period. This income will be used, in combination with other funding sources, to create an Economic Development Fund for the West of England worth £1 billion over 25 years. Income will also be used to manage local demographic and service pressures arising from economic growth. The Fund will deliver an investment programme designed to maximise economic returns in all the Enterprise Areas including the Temple Quarter Enterprise Zone. In addition, the Government will commit to a review of the scope for rolling out a growth incentive scheme across the West of England at the next Spending Review.
- The **Transport Devolution Agreement** will ensure that the necessary powers are devolved alongside the investment in major transport schemes and the Greater Bristol Metro. This includes: a 10 year transport funding allocation from the post 2014 national Major Transport Scheme Budget to enable delivery of the Greater Bristol Metro; programme flexibility for the delivery of the Bus Rapid Transit network enabling the West of England to recycle savings locally; and new powers over rail planning and delivery.
- The **People & Skills Programme** is focussed firmly on giving the business community real influence over skills provision in the city region, particularly over the £114 million of Skills Funding Agency funding for Further Education colleges for post-16 provision, with governance provided by the LEP Skills Group. In addition, an investment programme initially worth £5 million for employability and employee-ownership of skills pilots will be closely aligned with our spatial priorities in the form of the Economic Development Fund.
- The **City Growth Hub** will provide an enhanced inward investment service that will pool expertise and capacity across the West of England and provide additional support for inward investors to help grow their businesses and find the right skills locally to match their needs. The Hub will be located in the Temple Quarter Enterprise Zone, a shop-front location for the investment opportunities in the West of England. UKTI will work closely with the inward investment service to enhance the capability of the West of England to attract investment and boost trade. Similarly, DWP will work closely with the West of England to deliver an effective employment and skills pilot in the Enterprise Zone.
- The **Bristol Public Property Board** comprising all relevant Government departments and Bristol City Council will manage up to £1 billion of Bristol City Council assets and an estimated 180 land and property assets in the ownership of a range of other public sector partners. Integrated management of the portfolio will help to unlock more land for economic growth or housing, use assets to lever in other public and private sector investment and generate operational efficiencies by co-locating services.

2. Introduction

2.1 Underlying Economic Strength

Bristol and the West of England present an unrivalled opportunity to unlock significant economic growth for UK plc. Historically, the economic performance of the city region has outstripped that of any other city with which Government is seeking to strike a deal¹. This Deal is therefore designed to build on the area's underlying strengths to drive growth in the west and accelerate the UK's economic recovery.

The city region has suffered during the current recession, but compared to other cities in the UK dependent on one or a few sectors, Bristol has been resilient to the downturn thanks to its broad economic base. As well as being particularly strong in well-established sectors of the economy such as financial services, distribution and aerospace engineering, Bristol and Bath are becoming a powerful force in high growth sectors such as microelectronics, creative industries, computing and environmental technologies. With a number of 'anchor' institutions in the city – the BBC, Watershed, the City Council – attuned to the opportunities that lie in collaboration across and between these sectors, Bristol is a 'hot spring of innovation'², exploiting market opportunities and trialling innovative new approaches to public service delivery. The combination of internationally renowned research institutions, a highly networked ecosystem of SMEs, and the dense clustering of diverse organisations and businesses, means Bristol is rapidly being recognised as a living lab for developing innovative technologies that make cities 'smarter'. The statistics speak for themselves:

- The Bristol urban area has more businesses and registers more patents per 10,000 people than any other Core City.
- The city regional economy has the highest GVA per capita of any core city LEP area.
- The city has a higher proportion of the population with high-level qualifications than any other core city and the lowest proportion with no formal qualifications at all.
- With an employment rate of 76.7% Bristol also outperforms other core cities.

Economic success however, is closely coupled with high levels of population growth that lead to high living costs and house prices, and congested infrastructure. Bristol has experienced the highest population growth rates of any core city, and also has the highest house prices. The city region's impressive economic performance over past decades has occurred in spite of these side effects of success. This City Deal aims to unlock the burgeoning economic potential within the city region by accelerating the delivery of the 21st century infrastructure it deserves.

The Bristol city region is capable of generating 95,000 new jobs over the next 18-20 years, some 60,000 more than a 'business as usual' baseline. This objective is only deliverable as a result of significant investment in the drivers of productivity including infrastructure, skills and inward investment – investment that can only be generated by handing the city greater freedoms and flexibilities to raise finance and re-invest the dividends of success.

¹ Cities Outlook 2012 – Centre for Cities

² McKinsey / World Economic Forum

2.2 Governance

The West of England local authorities form one of the **longest established city regional partnerships** in the country, and have been working together formally for 10 years on transport, planning, housing and economic development. The partnership has been **resilient to political change** within its constituent authorities, with the four local authority Leaders working closely together with a joint Transport Executive and Planning & Housing Board to agree strategic transport plans, undertake housing market assessments and take a coordinated approach to planning. The formal establishment of the West of England Local Enterprise Partnership (LEP) in 2011 enhanced existing local authority governance arrangements by developing a model for **effective business engagement** that brings together not only the main business organisations – IoD, FSB, CoC, CBI and Business West – but also a wide range of sector based organisations that provide a rich evidence base on which to build an economic strategy.

The rationale behind the four local authorities of Bristol, Bath & NE Somerset, South Gloucestershire and North Somerset working together, is firmly rooted in the economic realities of the city region. The West of England geography is a **functioning economic area**, boasting over 89% 'economic containment'³. There is a powerful logic for delivering policy connected with economic growth – transport, skills, planning – at this scale. This rationale has underpinned partnership working in the West of England for many years, and was central to our bid to form a LEP in September 2010.

The LEP, along with associated sector-based and thematic groups, has developed as a natural progression from local authority partnership arrangements. Whilst a Business Advisory Group provides a forum for the wider business community to advise, challenge and hold to account the business members on the Board, a 'Stakeholder Group' performs a similar function for the local authority Leaders. This group engages all political parties, as well as other social, economic and environmental partners, ensuring that the partnership is resilient to political change within any one of its member authorities and engages with a range of partner organisations. Partnership working between the local authorities is strong and underpinned by robust working relationships between the four local authority Leaders and Chief Executives, who meet regularly and work together on a whole range of issues, including those presented by the LEP. The model is agile and responsive, not constrained by undue formality, and seen as a robust mechanism for delivering on behalf of the West of England.

On 3rd May 2012, Bristol said 'yes' in a referendum to have elected Mayor for the city. In the Government's *Unlocking Growth in Cities* document, published in December 2011, it states:

"leadership and accountability: where cities want to take on significant new powers and funding streams, they will need to demonstrate strong, accountable leadership, an ambitious agenda for the economic future of their area, effective decision-making structures, and private sector involvement and leadership (**cities with a directly elected mayor will meet this requirement**)"

In addition to these arrangements, some specific, detailed governance arrangements have been developed in response to the City Deal opportunity, including the agreed, strengthened governance arrangements for transport delivery.

³ Over 89% of residents both live and work in the West of England area

2.3 Vision and strategy for growth

Our vision for Bristol & the West of England set out in the September 2010 proposal to establish the LEP, will deliver:

- 95,000 jobs by 2030
- 3.4% annual cumulative GVA growth by 2020
- £1 billion private investment
- a well motivated workforce with the skills that businesses need
- long-term sustainable economic recovery

The strategy for delivering this vision is based on three simple objectives:

- Create **places** where business will thrive
- Shape the local workforce to provide **people** businesses need to succeed
- Attract and retain **investment** to stimulate and incentivise growth

Places

At the heart of Bristol and the West of England's strategy for growth is the network of six locations for enterprise and employment growth, including the Temple Quarter Enterprise Zone and five Enterprise Areas. Investment is targeted at providing the infrastructure these locations need to attract and grow business, as well as creating the integrated transport network required to connect them.

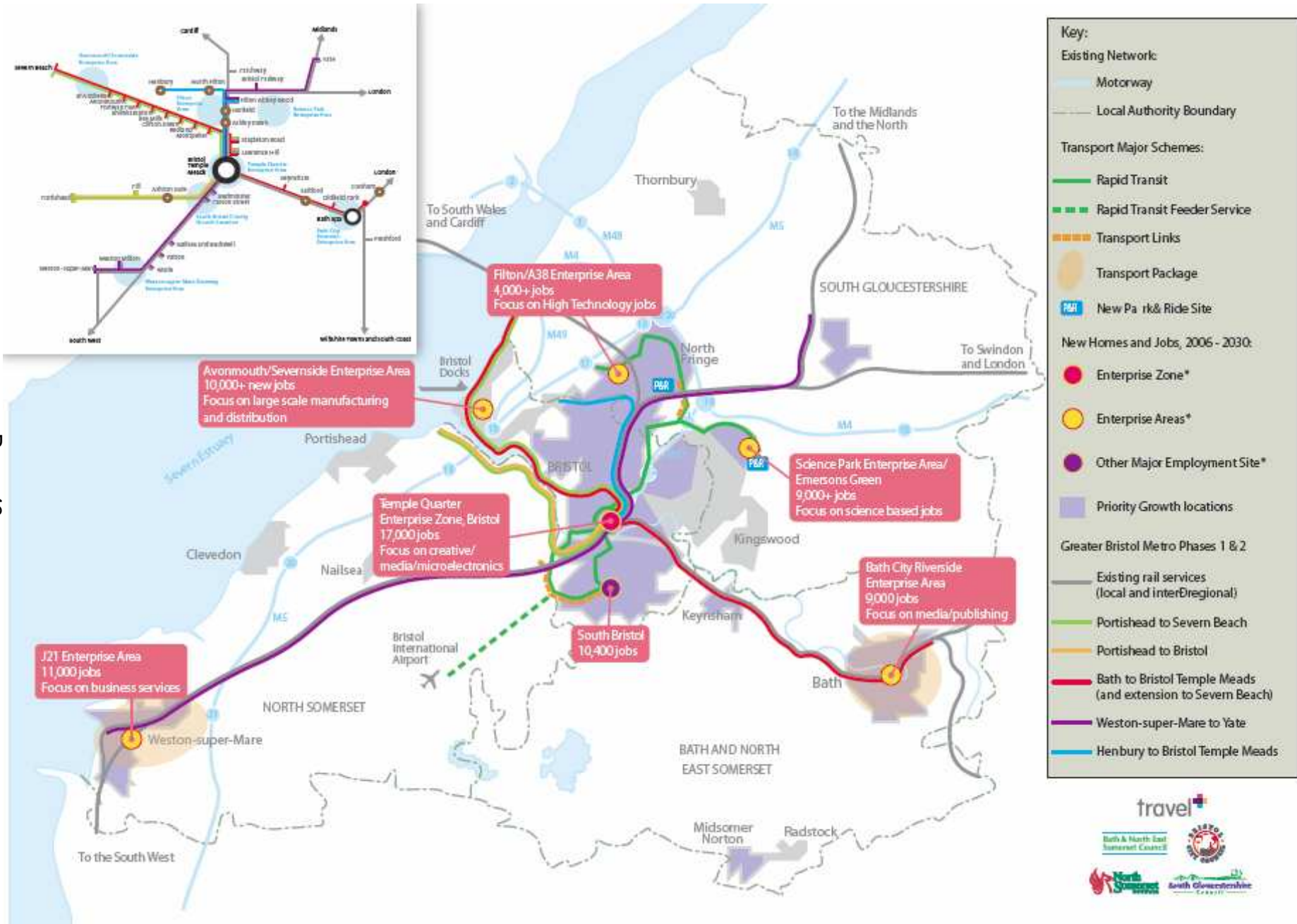
From 2016, a newly electrified line will provide a rapid rail connection to London and Cardiff. From both the national rail network and from Bristol's international airport, passengers will ultimately be able to join with a local integrated transport system – whether that's on the Bus Rapid Transit network, or by rail via the Greater Bristol Metro.

People

The Enterprise Zone and Enterprise Areas provide the well-connected places in which to do business, but in order to grow our economy we also need invest in a well-motivated workforce with the skills that businesses need. Our vision sees the creation of this workforce by growing the number of apprenticeships in the area; reducing the mismatch between specific skills needed by businesses and the provision on offer; placing a specific emphasis on employability skills by working with schools, FE and HE, and; supporting graduates with accessing local employment opportunities.

Investment

None of these ambitions can be achieved without the investment required to stimulate growth. The Bristol city region presents a solid investment opportunity and will generate a return, so the strategy for generating investment in the local economy uses financial mechanisms to re-invest the dividends of growth through the business rate system. The city region has already for example created a £55m revolving infrastructure fund to pump prime the Economic Development Fund outlined below; secured a package of investment worth £244 million for the West of England major transport schemes; secured £24m from central Government through the Local Sustainable Transport Fund; and successfully bid for up to £12 million from the Superconnected Cities Fund.



3. City Deal

3.1 Growth Incentive

The West of England local authorities will retain 100% of business rates growth in the five West of England Enterprise Areas, and will pool this revenue with that from the existing Temple Quarter Enterprise Zone, generating a significant financial contribution for the £1bn West of England Development Fund. Income will also be used to manage local demographic and service pressures arising from economic growth. There will be a legally binding commitment to ensure that all investment through the Economic Development Fund is targeted to projects that will maximise economic returns. The Government will commit to a review of the scope for rolling out a growth incentive scheme to cover the entire West of England area at the next Spending Review.

The Government will:	The West of England local authorities will:
<ul style="list-style-type: none"> ○ Provide a licensed exemption from the effects of the resets and levies of the local government finance system in five Enterprise Areas over 25 years, enabling the West of England to retain 100% of business rates growth in these areas. ○ The rest of the West of England area will not be subject to any licensed exemptions from the national local government funding system. Government will commit to a review of the scope for rolling out a growth incentive scheme to cover the entire West of England area, at the next Spending Review, providing the West of England local authorities agree to pool their business rates. ○ Agree with the West of England LEP a consistent set of contractual obligations, programme level monitoring and governance arrangements (in line with arrangements for the Growing Places Fund) for existing and all future economic development funding from Government, to support the local management of economic development resources as a single pot. 	<ul style="list-style-type: none"> ○ Pool the business rate growth from these five Enterprise Areas alongside that from the existing Enterprise Zone, generating a significant financial contribution to the £1bn West of England Economic Development Fund. ○ Agree a legally binding commitment between the four West of England local authorities and the LEP that: a) Economic Development Fund investments target projects that will maximise economic returns; b) the Council's ability to cover costs associated with growth is protected, to mitigate local demographic and service pressures; and c) there is an equality of approach across all 6 Enterprise Zone/Areas for determining how allocations of business rate revenues to the Economic Development Fund are made. <p><i>Agreements are subject to formal Council approval of detailed plans.</i></p>
	<p>The West of England local enterprise partnership will:</p> <ul style="list-style-type: none"> ○ Deliver a £1bn programme of investment from the Economic Development Fund to unlock and accelerate economic growth in the West of England. This single pot will comprise business rate revenues, used in conjunction with Government funding streams to deliver an investment programme focussed on the Enterprise Zone and five Enterprise Areas. An independent financial sounding-board, including banking and financial experts from the private sector, will support the programme in an advisory capacity.

Impact

By 2030, investment will result in net additional jobs over current baseline growth projections, bringing total job creation between 2012 and 2030 to at least 95,000. Over 60,000 of the jobs will be created directly in the Enterprise Zone and Enterprise Areas, with the remainder unlocked in other growth locations as a consequence of city regional infrastructure improvements and agglomeration effects of the Enterprise Area investment programme.

Specifically:

- The investment of £61m in the Temple Quarter Enterprise Zone will deliver 17,000 new jobs, with a focus on the growth of businesses in the creative/media/microelectronics sectors.
- The investment of £69m in Weston-super-Mare will deliver 11,000 new jobs in the J21 Enterprise Area, with a focus on business services, and help rebalance one of the parts of the West of England economy that has performed less well in the past.
- The investment of £84.2m in the Avonmouth/Sevenside Enterprise Area will unlock one of the largest economic development areas in the country and deliver in excess of 10,000 new jobs in large scale manufacturing and distribution.
- The investment of £20m in Bath's City Riverside Enterprise Area will deliver 9,000 new jobs, with a focus on the media and publishing sectors.
- The investment of £30m in the Filton and Science Park Enterprise Areas will deliver over 13,000 new jobs in science-based and high technology industries.

3.2 Transport Devolution Agreement

The West of England will put in place agreed strengthened governance arrangements in order to take on greater responsibility for transport infrastructure in the city region. New responsibilities will include a 10 year transport funding allocation from the post 2014 national Major Transport Scheme Budget to deliver the Greater Bristol Metro; total financial flexibility to deliver the West of England Bus Rapid Transit schemes as a single programme; and greater responsibility for local rail services and facilities.

<i>The Government will:</i>	<i>The West of England local authorities and local enterprise partnership will:</i>
<ul style="list-style-type: none"> ○ Subject to evidence of the agreed strengthened governance arrangements grant a 10 year allocation from the post 2014 national Major Transport Scheme Budget for the delivery of the Greater Bristol Metro. ○ Agree to a flexible programme for the delivery of the West of England Bus Rapid Transit network so if, for example, one of the three projects within the programme is delivered with a cost saving, the West of England can reallocate the funding rather than return the funding to Government. ○ Recognise the natural economic geography of the West of England in the creation of Local Transport Bodies to oversee devolved major schemes funding post 2015. ○ Help facilitate the establishment of appropriate devolved arrangements for rail, including: <ul style="list-style-type: none"> ▪ undertaking an advisory role to the High Level Steering Group; ▪ agreement in principle to the devolution of planning and delivery arrangements required to deliver the Greater Bristol Metro; and ▪ ensuring that the franchise specification process for the Great Western franchise enables the West of England's key priorities to be delivered during the life of the franchise and facilitates a transition to a position where the City Region takes on greater responsibilities. 	<ul style="list-style-type: none"> ○ Invest devolved major transport scheme funding from the DfT in a city region transport network, including the Greater Bristol Metro, as part of a ring fenced element of the Economic Development Fund. ○ Put in place the agreed clear, accountable and robust governance arrangements for managing the three Bus Rapid Transit schemes as a single programme. Reporting will be to the existing West of England Joint Transport Executive Committee. As part of the Programme Manual there will be a Joint Promotion Agreement for the three BRT Network schemes. ○ Establish a local High Level Steering Group to take forward devolved arrangements for rail and ensure that appropriate governance arrangements are in place. Also considering how neighbouring authorities and the Welsh Assembly Government are represented, the High Level Steering Group will set up an Executive body to manage newly devolved responsibilities for rail including input to the future development of any rail industry plans and strategies. The Executive body will report to the West of England Joint Transport Executive Committee.

Impact

- The investment in the five major transport schemes that have DfT funding, will connect the Enterprise Zone and Enterprise Areas, and generate additional economic output of £356m per year (2010 prices). The Rapid transit network will also serve disadvantaged areas in South Bristol, opening up job opportunities in the Enterprise Zone and Enterprise Areas to local residents and providing the conditions for businesses to flourish in South Bristol generating an additional 10000+ jobs.
- The investment in the Greater Bristol Metro will not only improve the connectivity with and between the Enterprise Zone and Enterprise Areas, but will also enable the delivery of a number of other significant economic and housing sites in the West of England, including North Yate (3,000 homes), Harry Stoke (3,200 homes) MoD at Filton (increase of over 1000 jobs), Wallscourt Farm (800 new homes and 6ha employment land), new stadium for Bristol Rovers at Filton, Keynsham Town centre and Somerdale (700 new homes and 20,000m² employment land).

3.3 People and Skills Programme

The West of England Local Enterprise Partnership will produce a single skills investment plan linked directly to the LEP jobs growth agenda, complementing the capital investment programme from the Economic Development Fund. The plan will shape and drive £114m of funding for the Further Education colleges in the city region for post-16 provision.

<i>The Government will:</i>	<i>The West of England local enterprise partnership will:</i>
<ul style="list-style-type: none"> ○ Formally recognise the role of the West of England LEP as the body through which the FE providers need to account to the local business community for the relevance, impact and quality of provision. ○ Develop a formal mechanism through the SFA to ensure that accountability will be delivered and monitored through the LEP/FE consortium compact. ○ Implement explicit and specific arrangements for the West of England LEP city-region to ensure that all bidding for non-mainstream skills funding (including ESF funding) is aligned with and provides additionality to the provision within the West of England Skills Plan. ○ Support the integration of appropriate local National Apprenticeship Service (NAS) resource into the City Apprenticeship Hub. This will comprise officer support from NAS at local level. 	<ul style="list-style-type: none"> ○ Implement a single skills investment plan linked directly to the West of England LEP jobs growth agenda, and complementing capital investment through the Economic Development Fund, for the whole of FE college post-16 provision with a total value of £114m. ○ Create a City Apprenticeship Hub to deliver an average of 5% per annum increase in 16-24 apprenticeship starts over 3 years (2013-15). ○ Develop and implement the business-led Charter Mark to enhance the employability of young people entering the labour market. ○ Provide strong governance through the West of England LEP Skills Group with sustainable collaboration between business, the city-region and learning providers.
<p>Impact</p> <p>The estimated impact of these proposals would be:</p> <ol style="list-style-type: none"> 1. 3,000 18+ college graduates at NVQ level 2 and below will be work-ready, as defined by business through the CharterMark, over 2 years; 2. 5% increase year on year in apprenticeships created in the West of England; 3. 500 businesses engaged in shaping the skills agenda through the LEP sector groups; 4. 150 businesses (75% of which are SMEs) have been drawn together to collaborate intensively in the co-design and delivery of training provision in LEP priority sectors; and 5. 5% year on year increase in private sector investment in training delivered through colleges. 	

3.4 City Growth Hub

The creation of a City Growth Hub based in the Temple Quarter Enterprise Zone, bringing together a shared inward investment service, and a skills and recruitment hub, along with additional support for inward investors to help grow their business and find the right skills local to match their needs.

<i>The Government will:</i>	<i>The West of England local authorities and local enterprise partnership will:</i>
<ul style="list-style-type: none"> ○ In advance of business rate income coming on stream from the Enterprise Zone to support this activity, Government will provide up to £2.25m to support the objectives of the City Growth Hub. ○ Establish closer, integrated working relationships between the West of England's Inward Investment Service and UKTI, to ensure resources and expertise are aligned behind common objectives for the city region. UKTI will provide regular contact and support. Including: <ul style="list-style-type: none"> ● The UKTI South West Inward Investment Partnership Manager to act as lead point of contact. ● The UKTI Investment Services team to make regular use of 'touch-down' points within the City Growth Hub on a weekly basis to support the shared inward investment service. 	<ul style="list-style-type: none"> ○ Develop the City Growth Hub as an umbrella facility co-locating the West of England Inward Investment Service, the Skills and Recruitment Hub and additional support for inward investors to help grow their business and find the right skills local to match their needs, within the Temple Quarter Enterprise Zone. ○ The West of England authorities have already committed to the creation of a shared inward investment service for the city region located in the Temple Quarter Enterprise Zone. ○ Develop a firm agreement with UKTI to ensure that the inward investment and trade objectives of the West of England Service and UKTI are closely aligned. ○ We will work with the University of Bristol and other partners to locate a SETSquared incubator to the Enterprise Zone as part of a 'Creative Harbour' proposition.
<ul style="list-style-type: none"> ○ The UKTI Investment Services Team will, within the context of their 'UK First' approach, support the City Growth Hub through: <ul style="list-style-type: none"> ● Sector Proposition Development; ● FDI Lead Generation; ● Enterprise Zone Proposition Development; ● Shared Service Review; and ● International Trade Adviser (ITA) support. 	<p><i>Bristol City Council will:</i></p> <p>Conclude feasibility studies to determine the appropriate funding model for a new arena and exhibition space in the Temple Quarter Enterprise Zone, and moving to delivery.</p>

- Ensure that DWP allow JobCentrePlus to deploy the local Flexible Fund for 'pre Work Programme' unemployed people, according to criteria and priorities defined by an Enterprise Zone Skills Task Group.
- Where appropriate, DECC and the Green Deal team will work with Bristol and the West of England to develop and deliver plans for 'Go Early' Green Deal roll out, demonstrating what role Bristol and the wider West of England can play, focusing on how other key players such as LEAF communities, Social Housing Providers and the Private Rental Sector could be involved and how public awareness could be driven through community engagement activities, such as show homes.

Impact

This element of the Deal will support attracting a target £1 billion of private sector investment. The proposition will also work to ensure that at least 70% of the projected jobs growth ambitions for the city region and for the Enterprise Areas represent indigenous growth – i.e. they are jobs created within new businesses or by firms hiring from within the local workforce.

Specific estimated impacts include:

- 80 new businesses in the Enterprise Zone in the next 5 years, with 20 of these resulting from FDI successes, creating up to 1,000 jobs.
- Of the city region total of 95,000 new jobs, 23,000 (c25%) delivered as a result of inward investment, including FDI.
- 72,000 jobs created through growth of the existing business base and new start-ups.
- Increase the percentage of Bristol companies exporting by 5% within 5 years with an ultimate ambition of exceeding the EU average.

3.5 Public Property Board

Comprising all relevant government departments and Bristol City Council, the Board will manage up to £1 billion of City Council assets and an estimated 180 land and property assets in the ownership of a range of other public sector partners. Integrated management of the portfolio will help to unlock more land for economic growth or housing, use assets to lever in other public and private sector investment and generate operational efficiencies by co-locating services.

<i>The Government will:</i>	<i>Bristol City Council will:</i>
<ul style="list-style-type: none"> ○ The Homes and Communities Agency and the Government Property Unit will sit on the Public Property Board, combining their complementary responsibilities at city level. ○ HCA and GPU will provide technical support and facilitate the involvement of Government departments and other public bodies where relevant. ○ Agree on a consistent typology of assets to be included for consideration by the Property Board that is shared by the local authority and other public sector partners. ○ The HCA will provide direct support for developing the models for any delivery vehicles that may arise out of the longer-term aspirations of the Property Board. 	<ul style="list-style-type: none"> ○ Work with relevant Government Departments and local agencies to develop an appropriate model for the Property Board, including establishing a shadow Board. ○ Commit to taking a single portfolio approach with relevant land and property assets according to a 'typology' agreed by the Board.
<i>The Bristol Public Property Board will:</i>	
<p>Develop a detailed work plan that will set out the portfolio of land that it would manage and the benefits that this approach would yield. Bristol will present this work plan to Minister for Cabinet Office and the Minister for Cities in early 2013 (the Mayor will be elected in November 2012). These Ministers will expect Government departments that directly hold assets in this portfolio to sign up to a shared strategic approach, provided that clear benefits can be demonstrated and no significant operational risks are posed.</p>	
<p>Impact</p> <p>Subject to agreement by the Minister for the Cabinet Office and the prospective Mayor of Bristol, the Public Property Board would manage a portfolio worth up to £1 billion of local government assets, and 180 assets from other parts of the public estate in Bristol.</p>	

Unlocking growth in cities: city deals – wave 1

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1. City Deals: Progress to date

The Coalition Government is committed to unlocking the full growth potential of our cities. We want powerful, innovative cities that are able to shape their economic destinies, boost entire regions and get the national economy growing. But to unlock their full potential, we need a major shift in the powers and levers available to local leaders and businesses to drive growth. To achieve this, the Government has launched a programme of city deals.

1.1 The first wave of city deals has focused on the eight largest cities outside London and their wider economic areas. Each deal is bespoke and reflects the different needs of individual places but every deal aims to:

- **Give cities the powers and tools** they need to drive local economic growth;
- **Unlock projects or initiatives** that will boost their economies; and
- **Strengthen the governance** arrangements of each city.

1.2 And each and every deal represents a genuine transaction – with both cities and Government offering and demanding things in return.

1.3 We have concluded deals with Greater Birmingham and Solihull, Bristol and the West of England, Greater Manchester, Leeds City Region, Liverpool City Region, Nottingham, Newcastle and Sheffield City Region. Across these deals there is an impressive picture of

devolved powers and new and innovative ways of doing things that will unlock growth and deliver jobs.

1.4 The core cities have estimated that the first wave of deals will create **175,000 jobs over the next 20 years and 37,000 new apprenticeships**. If achieved, this is a significant contribution to our economy – one that will create real opportunities for real people across the country. Crucially, through these deals the core cities are embarking on new and innovative ways of driving local economic growth. Taken together, these deals provide a suite of new freedoms, powers and tools to help cities go for growth.

Greater powers and incentives to invest in growth

- **Earn Back:** a new payment by result model that incentivises a city to invest in growth in return for a share of the national tax take. (Greater Manchester)

- **New Development Deals:** the freedom to deliver critical infrastructure through tax increment financing, with the ability to borrow against future business rate income in key development zones. (Newcastle, Sheffield and Nottingham)
- **Economic Investment Funds:** the power to pool multiple funding streams and business rate income into a single investment fund, leverage private sector capital and invest in local priorities. Cities will be able to create self-sustaining investment funds that will reduce dependence on central government grants. (Greater Birmingham and Solihull, Bristol and West of England, Greater Manchester, Leeds city Region, Liverpool City Region and Sheffield City Region)
- **City apprenticeship hubs:** enabling cities to boost apprenticeship numbers by supporting SMEs take on apprentices through Apprenticeship Training Agencies, brokerage and incentive payments. (Bristol and the West of England, Greater Manchester, Leeds City Region, Newcastle and Nottingham)
- **Localised youth contracts:** local alternatives to the national 16-17 youth contract programme, with cities having the power to design and deliver local models to reduce NEETs. (Leeds City Region, Liverpool, Newcastle)

Greater powers and levers to deliver the skills and jobs that local businesses and people need

- **Local skills funding model:** a new model of skills funding that will match local contributions (public and private) with national funding to provide a skills budget that cities will control to invest in the skills that local businesses need. (Sheffield City Region)
- **Skills Bank:** an employer owned mutual that will match public sector funding with private sector investment and allow businesses to buy the skills and apprenticeships that their local economy needs. (Liverpool City Region)
- **Outcome incentives:** new models to give cities greater influence over the skills system by using incentive payments or payment by results. (Greater Manchester and Liverpool City Region)

Greater freedoms and tools to support local businesses

- **Local venture capital fund:** a localised model that will match national funding with local contributions to create a venture capital fund that will invest in high tech start up and growth businesses across an economic area. (Nottingham)
- **Business Growth Hubs:** city led business hubs that bring together all the support, advice and services that investors and local businesses need to locate, grow and trade. (Greater Manchester and Bristol and West of England)

Greater powers and resources to drive critical infrastructure

- **Rail devolution:** increase city control over rail services by devolving greater responsibility for commissioning and managing franchise arrangements for local and regional rail services (e.g. Northern Rail). (Bristol and West of England, Leeds City Region, Greater Manchester and Sheffield City Region)

- **Devolution of local transport majors funding:** matching local resources with devolved transport budgets so cities have the power and resources to make strategic transport investments. (Greater Birmingham and Solihull, Bristol and West of England, Leeds City Region, and Sheffield City Region)
- **Localised asset management:** joint investment programmes that bring together local and national assets in an economic area to unlock resources for housing development and regeneration (Greater Birmingham and Solihull, Bristol and West of England, Greater Manchester, Liverpool and Newcastle).
- **Broadband:** Resources to deliver super fast broadband across cities. (Bristol and West of England, Greater Manchester, Leeds City Region, Newcastle, Greater Birmingham and Solihull).
- **Low carbon pioneering cities:** local programmes that will help cities make critical investment in green infrastructure and technology; generate low carbon jobs; and accelerate reductions in emissions. (Greater Birmingham and Solihull, Leeds City Region, Greater Manchester, Newcastle, Nottingham)

New powers and responsibilities have been matched by strengthened governance and accountability.

1.5 Liverpool and Bristol have voted to have **directly elected mayors** supported by strong decision making structures across the wider economic area; Leeds and Sheffield have joined Greater Manchester in forming a West Yorkshire and South Yorkshire **Combined Authorities**; Newcastle is working with the seven authorities across their economic area to take steps towards a North East Combined Authority; Birmingham is an unusually large Local Authority - one of the biggest in Europe - and has developed strong private sector leadership and decision making across the Local Enterprise Partnership; and Nottingham's City Deal is focussed on a particular area of the City Centre – the Creative Quarter – which is wholly within the city council's boundaries and Nottingham has created a new Private Sector Governance arrangement to deliver the Deal.

1.6 Huge progress has been made in just over seven months since the publication of '*Unlocking growth in Cities*'. But city deals are not a 'one time' event but a continuing process. Over the months and years ahead, the core cities will need to make the most of these new powers and projects; show that local power and initiative can and does work; and come back to Government to negotiate greater powers and freedoms.

2. Summary of City Deals

Bristol and West of England LEP

(Bath and North East Somerset, City of Bristol, North Somerset, South Gloucestershire)

Bristol estimates that the deal will deliver 40,000 jobs across the Enterprise Areas and existing Enterprise Zone and over £1bn of investment to drive local economic growth over the next 25 years, as a result of new financial powers.

Summary

- The West of England will get new financial powers to drive economic investment through 'Growth Incentive'. The West of England will invest its own resources in critical infrastructure projects that will maximise growth. In return, the West of England will retain 100% of their business rate growth in five Enterprise Areas for 25 years. This business rate income will be pooled and pumped into a £1bn economic development fund which will invest in more growth maximising projects.
- The deal also includes a ten year allocation of local transport majors funding to deliver the Greater Bristol Metro, and further initiatives on employment and skills, inward investment, and public property.

2.1 The West of England Local Enterprise Partnership area has a population of over 1 million and has around 450,000 jobs. Bristol has a higher proportion of the population with high-level qualification than any other core city and the lowest proportion with no formal qualifications at all, and had the highest net private sector jobs growth rate of any major English city outside of London. Furthermore, the Bristol urban area has the highest GVA per capita of the core cities.

2.2 However, high levels of population growth have led to high living costs and house prices, and congested infrastructure. The City Deal will unlock the economic potential of the West of England by accelerating the delivery of the 21st century infrastructure needs. The West of England is capable of generating 95,000 new jobs over the next 20 years, but this is only deliverable as a result of investment in infrastructure which can only be generated by handing the city much greater freedoms and flexibilities to raise finance and re-invest the dividends of success.

Bristol's City Deal has five parts:

- 1) **Growth Incentive:** The West of England will get new financial powers to drive economic investment through a growth incentive. The West of England will invest its own resources in critical infrastructure projects that will maximise growth and create 40,000 jobs. In return, the West of England will retain 100% of their business rate growth in five Enterprise Areas for 25 years. This business rate uplift will be pooled and pumped into a £1bn economic development fund which will invest in more growth maximising projects, creating a revolving investment programme.
- 2) **Transport:** in return for strengthened governance arrangements, the Government will give the West of England a ten year allocation of local majors funding to deliver the Greater Bristol Metro; greater control and freedom to deliver the Bus Rapid Transit Network, including the ability to recycle savings locally; and new powers over rail planning and delivery.
- 3) **Public Property Board:** create a new Public Property Board, made up of relevant Government departments and Bristol City Council, which will manage public sector assets in the city – including up to £1bn of City Council assets and an estimated 180 public sector land and property assets. This will unlock more land for economic growth and housing, use assets to lever in other public and private sector investment for regeneration and generate savings by co-locating services.
- 4) **City Growth Hub:** establish a City Growth Hub that will bring together all the facilities and services that businesses need to grow. The Hub will be co-located in the Temple Quarter Enterprise Zone and will create a 'one stop shop' for foreign investors and exporters with the aim of boosting trade in the West of England. UKTI will strengthen the capacity of the hub by sharing resources and expertise.
- 5) **People and Skills:** the business community will be given real influence over skills provision in the West of England, particularly over the £114m of Skills Funding Agency funding for Further Education colleges, through a Local Enterprise Partnership Skills Group. The Group will agree and deliver a single skills investment plan linked directly to the West of England's jobs strategy. As part of this deal, West of England will deliver a 5% per year increase in apprenticeship starts for 16 to 24 years olds over 3 years.

Governance

The people of Bristol voted to have a Mayor at the recent referendum. The Mayor will be elected on 15 November and will strengthen Bristol's leadership, putting in place a strong, stable and visible leader for a four year term.

The City Deal is also strengthening governance across the West of England with the pooling of business rates, a legally binding agreement to ensure investment is focused maximising economic returns and strong Local Enterprise Partnership-wide governance arrangements on transport, skills and the City Growth Hub.

Greater Birmingham and Solihull LEP

(Birmingham, Bromsgrove, Cannock Chase, East Staffordshire, Lichfield, Redditch, Tamworth, Wyre Forest)

Birmingham estimates that the deal will deliver more than 10,000 additional jobs, through new investment in the life sciences sector and expansion of the Green Deal programme, alongside leveraging in over £15bn of private sector investment over 25 years as a result of new financial powers.

Summary

- The Birmingham City Deal tackles the greatest constraint on local economic action – flexibility over how public funds are spent in the local economy – and will create GBS Capital, a £1.5bn investment fund, to aggregate, manage recycle and invest public funds to deliver LEP priorities.
- The deal also includes further investment in the local life sciences sector, which will deliver 2,000 jobs, and green investment that will deliver 8,000 jobs by 2020. The deal also includes initiatives on skills, and housing.

2.3 Birmingham is England's second city and the economy of the Greater Birmingham and Solihull (GBS) Local Enterprise Partnership supports 900,000 jobs and generates £34bn of GVA, with a population of almost 2 million people. However, Greater Birmingham and Solihull faces some critical challenges including high unemployment, low levels of skills and constraints around unlocking key development sites. The inability to effectively flex, prioritise and leverage the public funds spent in the local area is also of specific concern to Birmingham and Solihull.

2.4 The Greater Birmingham and Solihull LEP has ambitious plans to create a net increase of 100,000 private sector jobs by 2020 and increase GVA by over £8bn over the same period. The Greater Birmingham and Solihull Deal will support Greater Birmingham and

Solihull to achieve these targets as well as tackling the constraints on economic growth, particularly flexibility over spending in the local economy.

Greater Birmingham and Solihull Deal has five parts:

- 1) **Finance:** Create an investment fund of £1.5bn – GBS Capital – that will manage, invest, recycle and leverage a number of public and private sector funding streams to deliver the LEP's infrastructure priorities. Greater Birmingham and Solihull will seek to negotiate a single settlement from central Government. This investment fund could leverage in over £15bn of private sector investment over 25 years. Greater Birmingham and Solihull will develop a new

approach to local economic investment that will be self-sustaining and reduce dependence on central government grants.

- 2) **Skills:** Tackle the long-standing skills deficit, by implementing a ‘*Skills for Growth Compact*’. This will commit employers, colleges and schools to building a best-in-class skills service. By getting local businesses into schools and colleges to lecture, mentor and train, this initiative will help young people get the skills they need and link them into local job opportunities. The city has committed to recruit 25% of local businesses to the Compact by 2015 and deliver 3,560 new apprenticeships.
- 3) **Housing:** Unlocking the potential of under-used public land by kick starting housing development to address long-term housing needs. A joint investment plan will be produced, bringing together HCA and city assets to stimulate housing and economic development. The city estimates that this will deliver 2,800 new homes by 2022 and yield a 100% return on the current value of the public assets.
- 4) **Life Sciences:** Capitalising on Birmingham’s leading position in life sciences and its unique

assets as a location for clinical trials, the city will launch a new Institute for Translational Medicine which will cluster state of the art clinical facilities. This will inject £25m worth of investment into the sector and create 2,000 high value jobs.

- 5) **Low Carbon:** Creating new ‘green’ jobs while reducing the city’s carbon footprint by expanding the city’s landmark green deal programme. The LEP will leverage the expertise developed through the pioneering *Birmingham Energy Savers* programme. This will provide energy efficient improvements to 15,000 houses and 40 public buildings, create 8,000 jobs and kick start a £1.5bn investment programme.

Governance

The City Deal will strengthen governance across the LEP area. Robust mechanisms will be established for GBS Capital and a Housing and Economic Growth Board will also be formed, with key stakeholders including the Homes and Communities Agency, to take forward the Public Assets proposal and drive maximum economic benefit from the development for housing, employment and mixed-use purposes for publicly-owned land across the LEP area.

Greater Manchester

(Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford, Wigan)

The Greater Manchester Deal will support 40, 000 jobs in the next 20 years, and 6000 apprenticeships for young people, alongside new powers which will allow Greater Manchester to 'earn back' up to £30m a year of tax for growth it creates.

Summary

- Greater Manchester will receive new financial powers which will allow it to 'earn back' a portion of additional tax revenue from growth generated by £1.2bn of local investment in infrastructure.
- Alongside this, the city has also calculated that the deal will lead to 3,800 new jobs for local people and will protect 2,300 existing jobs through enterprise support, as well as 6,000 new apprentices by routing skills funding direct to SMEs through a new City Apprenticeship and Skills Hub. The deal also includes new initiatives on housing, investment, environment and transport.

2.5 In the decade before the recession Greater Manchester was the only area in the UK to experience growth comparable to London and the South East. In 2008 Greater Manchester generated £48bn of GVA, accounting for almost 20 per cent of the North of England's economic output. Greater Manchester has a population of 2.6m, with an additional 4.4m living within an hour's drive.

2.6 Greater Manchester has developed a clear understanding of the drivers of its economy, its strengths and challenges and the levers it needs in order to achieve its growth potential. The priorities identified in the Greater Manchester strategy supported by the Combined Authority and the LEP, form the basis of the proposals for the Greater Manchester Deal.

Greater Manchester Deal has eight parts:

- 1) **Finance:** Greater Manchester will raise £1.2bn and invest it locally in growth maximising projects. Greater Manchester will be able to 'earn back' a share of the national tax take from this growth on a payment-by-results basis and will reinvest 'earned back' funds into further infrastructure projects.
- 2) **Investment:** establish a Greater Manchester Investment Framework that will bring together central government, European, and the private sector funding to drive economic growth. The investment framework will prioritise projects on the basis of GVA and jobs per pound of public funding in order to get the most out of public investment.

- 3) **Skills:** create a City Apprenticeship and Skills Hub which will support small businesses to increase the number of apprentices they take on. This hub will deliver a 10% per year increase in apprenticeships for 16-24 year olds; 6,000 new apprenticeships over two years; and pilot a tax incentive scheme to encourage business to take on new apprentices. In addition, Greater Manchester will trial new ways to increase the cities influence over the skills system through incentive payments to providers.
- 4) **Enterprise Support:** strengthen and expand Greater Manchester's Business Growth Hub which provides access to finance and gives trade, investment and business advice to local companies. Government will invest £4.4m of transitional funding in the hub until 2015 and then the city will use Enterprise Zone revenues to self-fund the hub. Manchester estimates that this will create 3,800 new jobs and safeguard 2,300 jobs.
- 5) **Inward Investment:** establish Manchester as a beacon for high value inward investment, specifically for developing markets in China and India, and for Graphene technologies.
- 6) **Low Carbon:** Greater Manchester will work with Central Government to develop a plan to reduce emissions by 48% by 2020 as part of the low carbon pioneer programme. UK Green Investments and Greater Manchester will also establish and fund a 50/50 Joint Venture Company (Greater Manchester Green Developments Ltd) to develop a portfolio of investment projects. The city estimates that this will create an additional 34,800 jobs in the built environment sector and an additional £1.4bn GVA.
- 7) **Housing:** establish a joint investment programme with the Homes and Communities Agency, which will use public sector assets to develop 5,000-7,000 new homes by 2017 and invest in the economic development.
- 8) **Transport:** deliver a package of transport proposals, including devolution of the Northern rail franchise, devolution of local transport majors funding and local bus improvement measures.

Governance

Greater Manchester has established strong, stable and effective governance across its economic area following the establishment of the Greater Manchester Combined Authority in April 2011. This strategic, corporate body has powers in its own right, so is not dependent on delegations from its constituent authorities, and decisions to pursue a particular policy are binding, providing long-term stability. This provides a stable and accountable platform for Government to devolve powers and functions as part of the City Deal process.

Leeds City Region LEP

(Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, Selby, Wakefield, York)

Leeds estimates that its deal will create 20,000 new opportunities for young people across Leeds City Region, and a further 20,000 extra jobs as a result of new freedoms, powers over skills, employment and transport.

Summary

- The cornerstone of the Deal is a 'Guarantee for the Young' – a commitment that every young person in the Leeds City Region has access to a job, training, apprenticeship, volunteering or work experience. The Leeds City Region 'Guarantee to the Young' will aim to create 20,000 new opportunities for young people in order to tackle the NEET problem.
- The Deal also gives Leeds City Region new powers over transport. Leeds City Region will establish a £1bn West Yorkshire 'plus' Transport Fund that could create a 2% uplift in Leeds City Region's economic output and 20,000 extra jobs, in return for the five authorities in West Yorkshire - Leeds, Bradford, Calderdale, Wakefield and Kirklees – moving to a Combined Authority model. The deal includes further initiatives on infrastructure investment, trade and inward investment.

2.7 Leeds City Region is the largest LEP area in the country outside of London with a population of three million and a £52bn economy. But there are challenges. Despite improvements, skills levels in the workforce remain below average, and Leeds City Region is also constrained by relatively low levels of inward investment and exporting. Of particular concern to Leeds City Region is the number of young people who are NEET (not in education, employment or training). There are 47,000 young people under the age of 25 who fall into this category. This is a serious constraint on the economic potential of the local area, with damaging impact on the aspirations and opportunities for young people in the area.

2.8 The Leeds City Deal seeks to overcome some of these long standing challenges; particularly the large number of NEETs. Critically, it will help Leeds City Region achieve its goal of accelerating economic growth to an average 2.6 per cent per year by 2030, create 60,000 new jobs by 2016 and achieve a substantial reduction in carbon emissions.

Leeds City Region has four parts to the deal:¹

1) **Skills and Worklessness:** Leeds City

Region will offer a new ‘Guarantee to Young People’ – a commitment that every young person in the Leeds City Region will have access to a job, training, apprenticeship, volunteering or work experience. This offer will be supported by a locally designed youth employment model that will create 20,000 new opportunities for young people. This will include a trail-blazing 14-24 Academy that will deliver a business led curriculum; an Apprenticeship Training Agency which will support small businesses that have traditionally shied away from apprenticeships because of costs or bureaucracy; a wider apprenticeship brokerage service to link young people and employers; and piloting a local alternative to the national youth contract for 16-17 year olds. In addition, Leeds City Region will get greater influence over the skills system through their Employment and Skills Board which will ensure that investment goes into the skills that the local economy needs.

2) Transport: Leeds City Region will establish a £1bn West Yorkshire ‘plus’ Transport Fund financed by a local levy that the Combined Authority would place on individual councils, a 10 year allocation of local major funding, and co-investment from Department for Transport on a strategic investment programme in the next spending review. This could create a 2% uplift in Leeds City

Region’s economic output and 20,000 extra jobs. Leeds City Region is also working on a joint proposal with other northern cities for devolution of the Northern Rail franchise.

3) Investment: Leeds City Region will create an investment fund backed by £200m of local resources, including pooled business rates. This will be matched by a single capital pot from central government, aligned to local investment priorities.

4) Trade and Inward Investment: Leeds City Region will commit resources to implement a delivery and investment plan for trade and inward investment. Government will support the plan and provide resource for joint project teams. The deal would seek to address the Leeds City Region trade deficit (over £1 billion a year), turning it into a trade surplus of £600m by 2015 and £1.7bn by 2018. This would raise Leeds City Region’s GVA by 1.1 per cent annually from 2015, and the city estimates that this will create at least 7,400 jobs by 2018.

Governance

As part of the Deal, the city will put in place a strong, stable and effective governance structure. Leeds City Region has committed to establish a **West Yorkshire (Leeds, Bradford, Calderdale, Wakefield and Kirklees) Combined Authority**.

¹ NB. There is also an agreement to take forward Leeds City Regions’ supplementary proposals on business friendly planning and the low carbon economy bilaterally.

Liverpool: Liverpool City Region LEP

(Halton, Knowsley, Liverpool, Sefton, St. Helens, Wirral)

Liverpool estimates that its deal will support over 35,000 people into work and create 6,000 apprenticeships through new powers over skills and employment, alongside delivering an international Business Festival which will deliver £100m return on investment.

Summary

Part 1

- Following Liverpool City Council's decision to move to a directly elected mayor, thus meeting the Government's test for strong and accountable leadership, Government announced part 1 of the Liverpool City Deal in February 2012.
- The deal included a new Enterprise Zone that buffers Liverpool Waters and will include the Central Business District; a £75m mayoral investment fund that will support economic development; and 6 new Academies Schools and a locally funded city wide school investment plan that will build 12 new schools.

Part 2

- As part of the Liverpool City Region Deal, Liverpool will put on an international Business Festival which will highlight and celebrate business opportunities to Europe and the rest of the World.
- It will also increase employment by combining public and private employment and skills investments; by empowering businesses to create more jobs, tackle skills gaps and raise productivity; supporting 17,400 people into work and creating 6,000 apprenticeships; and by creating 3000 jobs low carbon industries. The Deal also includes initiatives on transport, investment and the knowledge economy.

2.9 Liverpool City Region has a 1.5m people and £20bn economy. However whilst the Liverpool City Region has made progress over recent years it is still held back by the long term structural issues of relatively low skill levels, high levels of unemployment and an over dependency on the public sector. Skills gaps also remain amongst the most severe in the country which has a knock on effect on productivity.

on giving the Mayor the tools to drive economic growth. The second part of the deal with the wider city region and Local Enterprise Partnership is focused on capitalising on the wider assets of the city region in the knowledge and low carbon sectors and the super port as well as reflecting on the recommendations of Lord Heseltine and Sir Terry Leahy's independent report.

2.10 The Liverpool deal is split into two main parts. Part one: a deal with Liverpool City Council and the newly elected mayor focused

There are four parts to the Liverpool City Deal (Part 1):

- 1) **Finance:** A new Enterprise Zone covering the ‘City Fringe Buffer Zone and Central Business District’ which will complement the existing Enterprise Zone in Liverpool and Wirral Waters and help deliver the £10bn Liverpool and Wirral Waters project.
- 2) **Economic Investment:** a Liverpool Mayoral Investment Board that will oversee the city’s economic and housing strategy including the development of Home and Communities Agency’s land assets. The government will also contribute £75 million endowment fund to the Mayoral Development Corporation to help the Mayor deliver critical economic development projects.
- 3) **Employment:** The city will work with Department for Work and Pensions to develop welfare pilots to deliver a localised programme of support for people leaving the Work Programme and a local alternative to the national 16-17 youth contract programme.
- 4) **Skills:** Liverpool will create 6 new academy schools and begin a Secondary School Investment Plan funded by the Council that will deliver up to twelve new build secondary schools.

And an additional six parts to the Liverpool City Region Deal (Part 2):

- 1) **Trade:** Liverpool City Region will deliver an international business festival that will facilitate new business opportunities in the city region, the Atlantic Gateway and across the UK, increasing exports with Europe, Asia and North America. The month long event that will be focused on key sectors will build on the success of the 2008 European Capital of Culture and their pavilion at the Shanghai Expo.
- 2) **Low carbon:** Liverpool City Region will run a low carbon red tape pilot that will make it easier for companies to invest in the facilities needed to compete more effectively for the multi billion pound offshore wind and civil nuclear contracts. The pilot will aim to reduce regulatory burdens and speed up local planning processes to accelerate an investment pipeline of over £100m in the next 5 years. Through this pilot Liverpool City Region hope to capture a greater share of the offshore wind market, bringing immediate jobs, open up supply chains and export opportunities.
- 3) **Skills and Employment:** combine public and private skills investments and empower businesses to create more jobs, tackle skills gaps and raise productivity. To achieve this, the Liverpool City Region will create the country’s first Skills For Growth Bank - a business led mutual that unifies public and private skills investments; it will pilot a payment by results approach to adult skills with providers rewarded when their services get people into work; and set up Youth Unemployment Task Force that will aim to reduce long term youth unemployment by

half in 3 years. This package will support 17,400 new jobs in small and medium size enterprises and create 6,000 apprenticeships.

- 4) **Transport:** create a new strategic transport body across the city region that will establish a £800m 10 year transport fund. The fund will unlock investment in critical infrastructure links to the Port of Liverpool and the Northern Hub and create 15,000 jobs. This will empower local leaders to have more of a say over local transport decisions and to align these with wider economic development opportunities.
- 5) **Investment:** Liverpool City Region will create an Investment Fund that will bring together multiple public funding streams and give the city region the control to invest in local priorities.

- 6) **Knowledge Economy:** capitalise on Liverpool City Region's science and knowledge assets by attracting 'big science' to generate job growth and to fully realise the potential of the Liverpool City Region's knowledge assets.

Governance

The Liverpool City Region has demonstrated that they will put in place a strong, stable and effective governance structure with the newly elected mayor working with the LEP and the Liverpool City Region Cabinet to ensure that strategic decision making takes place at the Liverpool City Region level. Liverpool City Region has also committed to establish a single strategic transport body to ensure transport decisions are at the centre of economic development.

Newcastle: North Eastern LEP

Newcastle estimates that the deal will create around 13,000 jobs and secure £1bn of investment over the next 25 years as a result of new financial powers, alongside an additional 8,000 jobs in the marine and offshore sector in the North East, and 500 new apprenticeships in Newcastle.

Summary

- The corner stone of the deal is a commitment by Central Government to ring-fence business rate income in four growth sites in Newcastle and Gateshead, and to retain them locally. This unique arrangement will allow both Councils the financial freedom to deliver ambitious plans for private sector-led growth, initiating a £90m infrastructure programme.
- The City Deal will also create 8,000 jobs in the marine and offshore engineering sector in the North East, and position Newcastle as a pioneer in the low carbon economy. The deal also includes initiatives on transport, broadband, employment and skills, and housing.

2.11 The North Eastern LEP area has a population of around 2m and generates £32bn of economic output per year, and in the years prior to the recession, private sector employment in Newcastle and its surrounding area increased by more than in any other major city apart from London.

2.12 However the city faces a number of economic and social challenges. The labour market continues to endure the legacy of inter-generational unemployment, a disproportionate number of young people not in education, employment or training, and a workforce which does not meet all the needs of the business community, whilst there is a need to create large number of entry level jobs. Furthermore, there is a particular need for infrastructure investment across key city centre and manufacturing sites. The Newcastle City Deal will contribute to the North Eastern LEP's

priorities, and overcome these challenges to economic growth.

Newcastle City Deal has five parts:

- 1) **Accelerated Development Zone:** create a NewcastleGateshead Accelerated Development Zone (ADZ), unlocking city centre growth, which will provide a £1 billion boost to the North East economy. Newcastle and Gateshead will benefit from new tax increment financing powers, with all growth in business rate income generated within the four key development sites retained by the two Councils for 25 years. This will allow Newcastle and Gateshead Councils to immediately initiate a £92m investment programme, creating 2,000 permanent jobs within five years, and 13,000 within 25 years.
- 2) **Energy, Marine and Low Carbon:** secure £500m in private sector investment in the

next five years into the marine and offshore manufacturing sector, creating 8,000 jobs over the LEP area. Building on Newcastle's reputation for sustainability and existing expertise, establish Newcastle as a low carbon Pioneer City, and deliver a carbon reduction target of 34% by 2020.

- 3) **Employment and Skills:** Newcastle and Government will improve employment opportunities through co-location and better integration of national and local services. Newcastle will also set up a Skills Hub which will support small businesses to take on apprentices; increase apprenticeship starts by 15% (500 in Newcastle); deliver a skills system which better meets the needs of employers; and provide a model for local delivery of the Youth Contract.
- 4) **Housing:** deliver a Joint Investment Plan with the Homes and Communities Agency (HCA), using HCA resources and Newcastle's £25m Future Homes Fund, to

deliver 15,000 homes within Newcastle's urban area and to improve the housing market in Newcastle.

- 5) **Transport and Connectivity:** produce an investment programme with Government to reduce congestion on the A1 Western Bypass, to reduce journey times on one of the most congested links in the national network, as well as investing in the broadband infrastructure of the city.

Governance

Newcastle will work with other local authorities towards creating a North East Combined Authority.

Separately, in response to the governance requirements of the Accelerated Development Zone, Newcastle and Gateshead intend to further strengthen their partnership, by giving it formal decision making powers and making it subject to greater scrutiny and accountability.

Nottingham

Nottingham estimates that the deal will create 10,000 jobs and 1,000 apprenticeships in and around the Creative Quarter.

Summary

- Nottingham will turn its Creative Quarter into an incubator that will attract a cluster of high tech businesses and entrepreneurs. It will support the development of high tech firms in and around the Quarter through technology grants, a £45m venture capital fund and a 'Generation Y' pilot to encourage young graduates become entrepreneurs.
- The Deal will also simplify the process of connecting people to jobs, with the aim of reducing youth unemployment by 25% over 4 years, and creating 1,000 apprenticeships in and around the Creative Quarter. There are also initiatives on infrastructure investment, transport and the low carbon economy.

2.13 The City of Nottingham has a GVA of £12.1 billion. It is also the youngest core city, with 25% of the population aged between 16 and 24, and has two leading universities with over 55,000 students and 18,800 annual graduates.

2.14 However, Nottingham has suffered from a lack of private sector jobs growth. Even prior to the economic downturn, between 1998 and 2008, Nottingham experienced negative net private sector jobs growth – Nottingham lost 15,600 jobs in this period – the second worst performance of all the core cities.

2.15 The City Deal will unlock Nottingham's economic potential, by putting in place the structure to enable enterprise to flourish, and to allow young people to better access the opportunities that will be created. The Deal is built around Nottingham's Creative Quarter - the Nottingham Growth Plan's flagship project – a unique enterprise environment.

Nottingham City Deal has four parts:

- 1) **Enterprise support:** Establish a large incubator in its Creative Quarter. Nottingham will trial new SME finance products to boost high tech start ups: a **£45m venture capital fund to provide equity in high tech businesses;** a **Technology Fund** to support the exploitation of intellectual property; and a **“Generation Y” fund** to encourage graduates to start businesses in Nottingham.
- 2) **Employment and Skills:** a package of measures to increase skills and reduce unemployment, including an apprenticeship hub which will create up to 1,000 apprenticeships in and around the Creative Quarter; a Youth Employment Hub which will help 16-24 year olds find jobs in Nottingham and reduce youth unemployment by 25% over 4 years; a scheme to get

businesses into schools to improve enterprise education; and a pilot for adult and community learning.

- 3) **Connectivity and Infrastructure:** deliver a package of transport measures that will improve connectivity to other cities through improvements to Midland Mainline and links to HS2 in the East Midlands; by managing congestion on key roads; and trialling innovative ways to use transport to improve access to jobs. The deal will also transform the infrastructure and transport links across the Creative Quarter through a £8m New Development Deal scheme. Finally, it will provide **super-fast broadband connectivity** to businesses in and around the Quarter through joint investment from Nottingham and commercial providers.

- 4) **Low Carbon:** put in place a Green Deal strategy to **accelerate Nottingham's move to a low carbon economy**, with assistance to secure funding to roll out an expansion of the city's district heating system.

Governance

Nottingham will put in place strong private sector led leadership to deliver the vision for its economy, by creating the Nottingham Economic Growth Board chaired by Sir John Peace (Chairman of Standard Chartered). The Board will oversee the venture Capital Fund and the entire suite of measures to deliver the Creative Quarter and the Nottingham Economic Strategy.

Sheffield City Region

(Barnsley, Bassetlaw, Bolsover, Chesterfield, Doncaster, North East Derbyshire, Rotherham, Sheffield)

The Sheffield City Deal will create over 4,000 new apprenticeships and an additional 2,000 up skilled employees over a three year period and 7,000 new jobs through a city centre development scheme.

Summary

- Sheffield City Region will work with Government to create a transformative local skills funding model to address skills gaps in key growth sectors such as advanced manufacturing. Sheffield will lever in £44.4m of local public and private sector investment in return for £27.8m of devolved funding from Central Government, to create 4,300 new apprenticeships and 2000 additional qualifications in key sectors.
- Sheffield City Region will also receive new financial powers as part of the Deal to strengthen Sheffield City Region's economic self-reliance, through a Sheffield City Region Investment Fund (SCRIF). This will provide flexible financial tools to invest in growth, develop infrastructure, create jobs and stimulate inward investment. Sheffield will also receive tax increment financing powers for a city centre development. The deal also includes new initiatives for transport and nuclear advanced manufacturing in return for strengthened governance in the form of a South Yorkshire Combined Authority.
- Sheffield will receive new powers to fund a £33m city centre regeneration scheme through tax increment financing – a New Development Deal.

2.16 Sheffield City Region generates over £25.7bn for the UK economy, and has a population of over 1.7m people with 7.6m people living within a 35 mile radius of the City of Sheffield. But Sheffield City Region has a number of challenges to address if it is to meet its full potential. These include a historical dependence on the public sector jobs and grants, educational underperformance and continuing skills gaps in key sectors, and a need for infrastructure investment, particularly for transport.

2.17 Sheffield City Region can make a significant contribution to an export-led, rebalanced UK economy by capitalising on their unique assets and heritage. It has the economic growth potential to lead a 21st century UK export boom beyond the volatile EU market with a high skilled, modern manufacturing economy, combining digital innovation and world class advanced manufacturing expertise.

2.18 The City Deal will ensure the economy is fully enabled to meet business demand by

maximising the skilled resource available and investing in essential infrastructure to accelerate growth.

Sheffield City Deal has four parts:

- 1) **Skills:** Sheffield City Region will create a local skills funding model to address skills gaps in key growth sectors such as advanced manufacturing. Sheffield will lever in £44.4m of local public and private sector investment in return for £27.8m of devolved funding from Central Government over a three year period. The city will use this budget to invest in skills and to incentivise colleges and providers to respond quickly and flexibly to emerging needs of key sectors. Sheffield City Region will create a *Skills for Growth and Employment Partnership*, enabling business leaders, skills providers and local authorities to oversee the delivery of the deal and shape skills provision. This will deliver at least 4523 additional apprenticeships and 2,000 skilled employees over three years.
- 2) **Finance:** create a Sheffield City Region Investment Fund that will give the city new freedoms and financial powers to invest in growth, develop infrastructure, create jobs and stimulate inward investment based on local priorities. The £700m Sheffield City Region Investment Fund will include an initial contribution of £30m from Sheffield, business

rate income from a city centre development scheme and public sector funding.

- 3) **Transport:** a transport package that will improve connectivity in Sheffield City Region including a 10 year allocation of devolved majors funding; devolution of Northern Rail Franchise; local management of the tram trains project; and a Better Bus Area pilot which will give Sheffield City Region the power and tools to improve the quality and access of the local bus network.
- 4) **Nuclear Advanced Manufacturing Supply Chain:** Develop a national centre for procurement based around Sheffield City Region's Advanced Manufacturing and Nuclear Research Centres. This will help improve national procurement; speed up innovation and help Sheffield City Region build up its comparative advantage in advanced manufacturing and nuclear industries.

Governance

Sheffield has recognised the need to put in place a strong, stable and effective governance structure in order to maximise local growth. They are forming a South Yorkshire Combined Authority and have a plan making clear how they intend to expand this across the entire Sheffield City Region area in the future.

 HM Government

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Bath & North East Somerset Council	
MEETING: RESOURCES PANEL	
MEETING DATE:	17th September 2012
TITLE:	WORKPLAN FOR 2012/13
WARD:	All
AN OPEN PUBLIC ITEM	
List of attachments to this report:	
Appendix 1 – Panel Workplan	

1 THE ISSUE

- 1.1 This report presents the latest workplan for the Panel (Appendix 1).
- 1.2 The Panel is required to set out its 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

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.
- 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.
- 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.

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

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Resources Policy Development & Scrutiny Panel Workplan

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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	Presentation		
	Use of Consultants – set up working group	AP		Verbal report		
	Cabinet Member Update			Verbal report		
	Panel Workplan			Report		
12 September 2011	Universal Credit and new Council Tax Benefit System	AP	Ian Savigar	Presentation		
	Change Programme	AP	Angela Parrett	Presentation		
	Scheme for retired Councillors	AP	Vernon Hitchman	Report		
	Cabinet Member Update			Verbal update		
	Panel Workplan			Report		

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Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
21 November 2011 – <i>note Keynsham Town Hall</i>	Keynsham Town Centre Regeneration and Workplaces Project – Update (incorporating Cabinet Member Update)	AP				
	Medium Term Service and Resource Plans	AP		Report		
	Panel Workplan			Report		
16 th January 2012	Medium Term Plan – Issues from November Panel	AP		Report		
	Service Action Plans	AP		Report		
	Cabinet Member Update			Verbal Update		
	Panel Workplan			Report		
Budget Meeting						
6 th February 2012	Budget Report	AP				
26 th March 2012	Cabinet Member Update			Verbal Update		
	Property Board Operation and Direction of Travel	AP	Tom McBain			

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Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
	Elections workshop feedback		Donna Vercoe/Lauren Rushen			
	Use of Consultants Working Group feedback		Lauren Rushen			
	Council Website		J.Mercer	Presentation		
	Panel Workplan					
14 th May 2012	Carbon Reduction	AP				
	Retention of Business Rates	AP				
	Road Map (IT)	AP				
	Cabinet Member Update			Verbal Update		
	Panel Workplan					
16 th July 2012	Approach to Allocation of Resources – Briefing note	AP		Briefing note		
	Community Asset Transfer – sub group	AP		Presentation		
	Cabinet Member Update			Verbal Update		
	Panel Workplan			Report		
17 th Sept 2012	Council Website – Update	AP	J. Mercer	Presentation		

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Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
	Implications of Pooling Business Rates among West of England Authorities	AP	AP	Report		
	Universal Credit – Pilot	AP	Ian Savigar			
	Community Asset Transfer – Update and next steps	AP	D.Trethewey			
	Cabinet Member Update			Verbal Update		
	Panel Workplan			Report		
12 th Nov 2012	Medium Term Service and Resource Plans	AP				
	Keynsham Town Centre Regeneration - Update	AP	Tom McBain			
21 st Jan 2013	Overview of Budget and Medium Term Service Plans					
	Carbon Management Update	AP	J Wildblood			
	Member Training		V.Hitchman			
Items to be scheduled:						
	Corporate Complaints Policy and Procedures	AP	Graham Dove			
	Planning and Financing the Future – Regeneration	AP				MSN venue?
	Procurement					