

**Democratic Services**

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Date: 1 February 2013

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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, 11th February, 2013**

You are invited to attend a meeting of the **Resources Policy Development and Scrutiny Panel**, to be held on **Monday, 11th February, 2013** at **5.30 pm** in the **Council Chamber - 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, 11th February, 2013

at 5.30 pm in the Council Chamber - 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 - 12TH NOVEMBER 2012 (Pages 5 - 12)

To confirm the minutes of the above meeting as a correct record.

8. COUNCIL BUDGET 2013/14 AND MEDIUM TERM PLANS (Pages 13 - 46)

The panel is invited to comment on the draft budget report that will be submitted to Cabinet on the 13th February.

The Comments of the Panel will be communicated to the Cabinet in advance of their meeting so that they can be taken into account as the Cabinet finalises its recommendations to Council on the budget and the medium term plans.

The following annexes are attached:

1. **Council Budget Report** (to follow) – a copy of the draft budget report together with all associated appendices for the Cabinet meeting on the 13<sup>th</sup> January will be sent separately as soon as it is available for publication.
2. **Summary of Budget consultation responses** – summary of the web responses and the budget fair responses
3. **Summary of PDS Comments on medium term plans** – summary based on the minutes from each of the PDS meetings in November
4. **Summary of Equalities issues arising from the Budget** - work undertaken on equalities including approach, risks and mitigations
5. **“50 Sensible ways to make savings”** – analysis of the Council’s actions that relate to the ideas published by the Secretary of State for Communities & Local Government – Eric Pickles

9. CABINET MEMBER UPDATE

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

10. PANEL FUTURE WORKPLAN (Pages 47 - 50)

This report presents the latest future workplan for the Panel.

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

**BATH AND NORTH EAST SOMERSET**

**RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL**

Monday, 12th November, 2012

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

**Also in attendance:** William Harding (Head of Human Resources), Vernon Hitchman (Divisional Director, Legal and Democratic Services), Angela Parratt (Head of Transformation), Andrew Pate (Strategic Director, Resources), Tim Richens (Divisional Director, Finance), Ian Savigar (Divisional Director for Customer Services), David Thompson (Divisional Director, Improvement & Performance) and David Trethewey (Divisional Director , Policy & Partnerships)

**38 WELCOME AND INTRODUCTIONS**

The Chairman welcomed everyone to the meeting.

**39 EMERGENCY EVACUATION PROCEDURE**

The Chairman drew attention to the emergency evacuation procedure.

**40 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

Cabinet Member Councillor David Bellotti sent his apologies to the Panel.

**41 DECLARATIONS OF INTEREST**

There were none.

**42 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN**

There was none.

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

A member of the public, Lin Patterson made a statement to the Panel on 'Save Our 6-7 Buses' in which she thanked the Council regarding bus subsidies. *A copy of the statement can be found on the Panel's Minute Book.*

Councillor Bull commented that the decisions on bus subsidies were not confirmed, Ms Patterson acknowledged that the process was not over yet.

#### **44 MINUTES OF PREVIOUS MEETING - 17TH SEPTEMBER 2012**

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

#### **45 KEYNSHAM TOWN CENTRE REGENERATION - UPDATE**

The officer was unable to attend the meeting. The item was deferred for consideration at a future meeting of the Panel.

#### **46 MEDIUM TERM SERVICE AND RESOURCE PLANS**

The Panel considered and commented on the Medium Term Service and Resource Plan.

##### ANNEX 1

P10. Councillor Macrae stated that he was horrified that 220 families are costing £250-300k. The Strategic Director for Resources Andrew Pate explained that the figure included a range of public expenditures from a wide range of agencies, not just the Council and including police plus health. He explained that significant work as part of the connecting families project was needed to take this forward; it is not a quick win and is about prevention.

P11. Councillor Gerrish noted that there was no reference to ICT coming back in house but was referred to elsewhere.

P13. Councillor Myers asked what protection was in place in terms of the Government nationalising parts of our commercial estate. The Strategic Director explained that there was not a Government plan to do this and that their direction of travel was more local control and localism but with financial restrictions.

Councillor Barrett asked if the Avon Pension Fund could be used to fund projects. Tim Richens, Divisional Director Finance explained that the Pension Fund could only invest in line with underpinning legislation and not on individual local schemes.

P16. Councillor Macrae asked about the tourism levy. The Strategic Director explained that this would be based on practice in other places eg. France and the Lake District. Councillor Gerrish stated that it was a sensible way to look to find additional revenue and that he was comfortable with the principle, he explained that hotels could collect the money.

P18. Workforce Planning - Councillor Macrae raised the issue of the impact of the proposed cuts on staff morale, he stated that there would be an increasing cost to the authority due to the stress of the cuts which was impacting a large number of staff. He stated that he hoped this was taken on board. The Strategic Director explained that all divisional directors and managers are asked to be aware of these issues; he stressed the need for good communication and acknowledged that it was a significant challenge. Councillor N Roberts stated that the change programme does help in that people can see that it is about innovating and not staying the same.

He further stated that the authority had a responsibility to set a budget according to what funds we have, he said that there would be some natural wastage. Councillor Barrett added that morale is paramount. William Harding, Head of Human Resources assured members that there is full consultation with the Unions and staff.

#### Appendix 1

P21. Councillor Gerrish stated that the plan to hold wage growth to 1% might be asking too much over this length of time. The Divisional Director for Finance explained that there will be variations in the three year plan but that the assumption was in line with the Government's public sector guidelines.

#### Appendix 2

Councillor Gerrish asked if there is capacity to manage the scale of the programme regarding the work for DDA. The Strategic Director and Julie Bromley – Finance and Resources Manager, Property explained that the Capital Plan Maintenance Programme and DDA are priorities and she believed there is capacity. Councillor Macrae stated that there was a lot of property development in Bath and Keynsham but not Midsomer Norton. Councillor Myers asked that the Somer Valley are be considered and built flexibly into this plan.

P26. Councillor Gerrish stated that he was concerned about the reference to 'basic levels of maintenance', Richard Long – Estates Manager explained that the department would not lose sight of maintenance. Councillor Bull stated that there were risks in reducing maintenance. The Strategic Director stated that the plan included less expenditure as a result of rationalising property through the workplaces programme and having easier to maintain property.

P26. Councillor Myers asked if there could be a reference added under 'Property' to community assets and localism.

Councillor Macrae asked about Community Safety. Councillor Bull pointed to the reference to the minimal role that we will play in Community Safety as the grant on this will transfer to the police commissioner. Councillor Roberts stated that there was a need to keep some things that are important to communities such as taxi marshals.

#### Appendix 4

Councillor Bull congratulated officers on getting everything in to the report.

P33. 'ICT-Corporate' Councillor Bull stated that ICT systems often cost more than predicted so he felt it was optimistic to say there would be savings in this area. Angela Parratt – Head of Transformation, explained that savings had already been made in some departments through rationalising what we have and this would be widened to savings on the global Council spend. She explained that there were a lot of examples where savings could be made such as duplications.

Councillor Macrae asked about the staff impact which is stated is 'to be assessed', he asked why the information was not in the report. The Strategic Director explained that ICT is outsourced at the moment and there are people who work in ICT outside

the Council and the whole resource pool had to be looked at which could not be done yet as the service was not back in house at this time. Councillor Roberts stated that it was a good strategy.

Councillor Bull asked what 'procure to pay' meant. The Finance Divisional Director explained that at the moment invoices are processed manually, the new system would do this automatically which would reduce the manual work. He confirmed that payments would be at 30 days.

P34. Customer Service Programme Management – Councillor Gerrish stated that he was concerned that this was not an effective saving and it might be unwise even though it was year 3, he stated that staff are working and coming up with ideas, losing this intelligence may be counterproductive. The Strategic Director explained that this programme/service does come to a close in 2015 and within the general workforce planning we needed to think ahead.

P35. Management Structure – Councillor Bull asked what this meant. The Strategic Director explained that he was not ready to announce the detail yet and more would follow early in the New Year but that the number of managers would have to go down in line with budgets.

P36. Property – Councillor Bull stated that the proposed savings were worrying. Councillor Macrae agreed and stated that 20 staff was a large number and that this service was income generating. The Strategic Director stated that the level of saving was large but that Property had the largest budget in the Department which was generally receiving a 15% cut. Councillor Gerrish stated that the 'less responsive service' reference was worrying and could lead to major damage and that these savings may be a false economy. The Estates Manager stated that maintaining balance between in house and the external market was important, he stated that there would be a cultural shift. He acknowledged that there would be impacts but that the protection of assets was paramount. The Strategic Director stated that he did not want a reduced ability to collect commercial estate income but that there were opportunities for the Property Department to work with Heritage and Major Projects and Schools. He explained that there were some efficiency opportunities.

Councillor Rigby stated that she was interested in how savings could be split up. She stated the need for a staging plan for developments and agreed about maximising income. She suggested looking at the proposed cuts separately (Property development and income maximisation). The Panel asked that this be brought back to their January 2013 meeting with more details of the proposals.

P37. Travel Plan – Corporate (Policy and Partnerships) – David Trethewey, Divisional Director Policy and Partnerships, explained the introduction of HMRC travel rates. Councillor Gerrish stated that he hoped the same would apply to members. Councillor Gerrish added that meeting times should be set around train timetables (half past the hour). Councillor Barrett asked if the move to HMRC travel rates was changing the conditions of service for staff. The Head of Resources explained there was some discretion to vary the scheme in discussions with Trade Unions. He explained that car allowances are not part of contracts.

P39. Legal – Vernon Hitchman, Divisional Director for Legal and Democratic Services explained that he was looking at ways in which local authorities could share



specialist legal expertise. He explained that he had looked at areas where we have been over cautious. The proposed cuts would result in a minimal legal service. Councillor Macrae stated that we could not resource for every eventuality. Councillor Gerrish added that there may be savings to be made in other departments if they could not rely on a legal department as a safety net. He added that, the Council has occasionally been outgunned in the past and left exposed and the proposed savings may leave us more exposed.

P42. Advertising (Improvement and Performance) – Councillor Gerrish stated that we should look at adverts in car parks as a potential source of revenue. Councillor Barrett suggested waste bins.

P44. Housing Benefit and Universal Credits – Ian Savigar, Divisional Director for Customer Services explained that any cuts in government grants could result in staff cuts. It was agreed that this would be noted as a potential risk.

P45. Savings from Christmas lighting budget (Policy and Partnerships) – Councillor Barrett asked about the additional provision for Weston, he stated that he was concerned with putting money up front for three years. Councillor Gerrish stated that he felt that the Council should seek to remain the client for a framework contract but not the payer. He explained that the Council can achieve economies of scale that communities could not.

P46. Democratic Services (Legal and Democratic) – Councillor Bull stated that proposed cuts are directly concerned with how we operate as a democratic body. He added that the proposals would reduce the accountability of the administration. He suggested ways to deal with the shortfall - reduce the Ward Councillor Initiative and/or reduce Councillors allowances by 10%. He favoured these savings rather than lose the mechanism for calling the administration to account. He explained that there was already work that could not be done due to a lack of staff. He stated that to reduce scrutiny meetings from 40 a year to 12 was hardly even a skeleton body. He stated that we should find ways to maintain the staff and stated he felt strongly about this.

Councillor Gerrish stated that he shared the concerns and that cutting meetings would be disenfranchising the minority. He added that to reduce scrutiny panel meetings would mean that when panels did meet they would cease to be productive due to over long agendas. He stated that he recognised that there is a rationale in aligning scrutiny panels to directorates which would mean less panels, but not less meetings for the remaining panels and that the process could be more streamlined in doing so but he was totally against the proposed cuts as shown in the report. He added that the call-in process had significant value and members could destroy these budget proposals by call-ins. He urged officers to rethink on this. The Strategic Director stated that asking a scrutiny panel to consider cuts to scrutiny meetings would always be controversial; he explained that these proposals had come up at the budget fair. He stated that the alignment to directorates was interesting as the directorates had been cut from 5 to 3. He explained that the capacity to support scrutiny meetings in management terms is reducing. He concluded by stating that the budget papers showed a set of proposals which could be varied. Councillor Bull stated that some people who heard these proposals at the budget fair were aghast.

The Divisional Director for Legal and Democratic Services explained that he had been asked to protect the Weekly List and Forward Plan and that he could not cut many regulatory meetings so the easiest area to reduce is the PDS function. Councillor Macrae stated that this proposal should be stopped now as we should not cut back on democracy. He accepted that there may be restructuring but underlined that democracy must be funded and prioritised. Councillor Roberts stated that we must look at what we are doing and whether it is holding the Executive to account, he pointed out that there were no public at the meeting tonight. He stated that Democracy is not sacrosanct. He mentioned that there was a current working party looking at PDS Panel remits.

Councillor Rigby stated that the direction of travel for the working party is to align PDS Panels with directorates. She stated that there will be hard decisions and one area cannot be ring fenced, the area should at least be robustly examined. Councillor Barrett stated that the Cabinet style of local government meant that there was less and less democracy, he stated that the proposed cuts meant that we are going further down the road of not being accountable to the electorate. He, along with Councillor Macrae, underlined that the proposals are undemocratic and that Trade Unions should be consulted at every stage.

Councillor Gerrish stated that effective scrutiny helps the Cabinet to run effectively and that some panels have a larger public turn out than others. He stated that savings must be achieved and that democracy is expensive. He suggested that the Council could run cheaper with less Councillors and this should be looked into. He stated that he was uncomfortable with cutting PDS meetings to 12 per year, two of these meetings would be budget meetings and it was right that the finances of the Council be subject to detailed scrutiny. He added that he supported a small cut in members allowances although Cabinet member allowances should be protected.

Councillor Bull concluded that this area should be an area of concern and needed further consideration. He also suggested that the Scrutiny Chairs Group be asked to look at the implications without drastic cuts in meetings or staff.

P49. The Strategic Director updated the panel explaining that in section 3 the figures do not allow for an increase in Council Tax, but include the government Council Tax freeze grant (equivalent to 1% and paid for 2 years). He stressed the uncertainty around the settlement in December.

Councillor Barrett stated that the officers had done this difficult task well.

Councillor Gerrish stated that panel members had received an email from a member of the public Nicolette Boater which had been taken into account.

It was **RESOLVED** that the following issues require further consideration and highlighting as part of the budget process for 2013/14:

1. Property Services
2. Democratic Services

**47 CABINET MEMBER UPDATE**

The Cabinet Member for Resources sent his apologies to the Panel. There was no Cabinet Member Update.

**48 PANEL FUTURE WORK PLAN**

The Panel noted the Future Work Plan.

The meeting ended at 9.15 pm

Chair(person) .....

Date Confirmed and Signed .....

**Prepared by Democratic Services**

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<b>Bath &amp; North East Somerset Council</b>	
MEETING:	Resources Policy Development & Scrutiny
MEETING DATE:	11 February 2013
TITLE:	Council Budget 2013/14 & Medium Term Plans
WARD:	ALL
<b>AN OPEN PUBLIC ITEM</b>	
<p><b>List of attachments to this report:</b></p> <ol style="list-style-type: none"> <li>1. <b>Council Budget Report</b> – a copy of the draft budget report together with all associated appendices for the Cabinet meeting on the 13<sup>th</sup> January will be sent separately as soon as it is available for publication.</li> <li>2. <b>Summary of Budget consultation responses</b> – summary of the web responses and the budget fair responses</li> <li>3. <b>Summary of PDS Comments on medium term plans</b> – summary based on the minutes from each of the PDS meetings in November</li> <li>4. <b>Summary of Equalities issues arising from the Budget</b> - work undertaken on equalities including approach, risks and mitigations</li> <li>5. <b>“50 Sensible ways to make savings”</b> – analysis of the Council’s actions that relate to the ideas published by the Secretary of State for Communities &amp; Local Government – Eric Pickles</li> </ol>	

## 1 THE ISSUE

- 1.1 The panel is invited to comment on the draft budget report that will be submitted to Cabinet on the 13<sup>th</sup> February.
- 1.2 The Comments of the panel will be communicated to the Cabinet in advance of their meeting so that they can be taken into account as the Cabinet finalises its recommendations to Council on the budget and the medium term plans.

## 2 RECOMMENDATION

The panel is asked to comment on the draft budget report and:

- 2.1 Highlight any issues that require further consideration by Cabinet, and
- 2.2 If any changes are suggested clarify the reason for the proposed changes together with how they should be financed

### **3 FINANCIAL IMPLICATIONS**

3.1 The draft budget sets out the financial matters for consideration together with the policy context and relevant Government announcements.

### **4 THE REPORT**

4.1 The attachments to this report are self-explanatory and are available for comment.

4.2 The panel also requested feedback on the nature of the savings required to property services and in particular expressed concern about the need to protect income from property assets. The detailed plans for the service have been developed to respond to this concern and avoid any risk to income and details will be presented at the meeting.

4.3 The panel requested that the savings in democratic services be reconsidered. In the draft budget there has been a substantial reduction in these savings. Cabinet has recommended this in response to the concerns and to ensure that there is not a reduction in effective scrutiny activity. Further details will be presented at the meeting.

4.4 The Secretary of State for Communities & Local Government – Eric Pickles – published a list of activities that might be considered by Councils to generate savings. The actions taken by this Council are substantial and set out in the attachment together with his list of ideas. His ideas were published at the same time as the settlement for Local Government on the 19<sup>th</sup> December.

### **5 RISK MANAGEMENT**

5.1 The budget report includes an assessment of the risks including the impact of savings on services, the robustness of estimates and the adequacy of reserves.

### **6 EQUALITIES**

6.1 The weight given to equalities matters as required by legislation, and the actions taken, should be noted. This is set out in the 4<sup>th</sup> attachment to this report.

### **7 CONSULTATION**

7.1 There is an attachment to this report on consultation with the public. PDS panels were consulted on the medium term plans.

7.2 The Council Tax support scheme has already been decided upon by the November meeting of full Council.

### **8 ISSUES TO CONSIDER IN REACHING THE DECISION**

8.1 *Social Inclusion; Customer Focus; Sustainability; Human Resources; Property; Young People; Human Rights; Corporate; Health & Safety; Impact on Staff; Other Legal Considerations – are all relevant.*

### **9 ADVICE SOUGHT**

9.1 All Council statutory officers have been directly involved in the production of the budget report, especially the S151 officer who is the lead officer for the report.

<b>Contact person</b>	<i>Andrew Pate – Strategic Director - Resources</i>
<b>Background papers</b>	<i>Medium Term Plans as considered by PDS panels in November and published on the democratic services part of the web site</i>  <i>Corporate Plan and Sustainable Community strategy</i>
<b>Please contact the report author if you need to access this report in an alternative format</b>	

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# Budget Web Consultation

- Online consultation running between 1<sup>st</sup> Nov and 31 Jan
- Asked 3 open ended questions
  - What should we do less of?
  - How can we improve services at lower costs?
  - What services/communities should we make a priority
- 108 responses, from all parts of the district by 30/01
  - 102 online, 6 written
- Summary of key messages coming through:

# Budget Consultation – Word Cloud



# Reduce

- Expensive Highways/Infrastructure projects (27)
- Outsourcing, consultants & agency staff (17)
- Top tier managers (16)
- Bureaucracy & Council Literature (13)

# Improve

- Better use of voluntary sector (7)
- Stop duplicating work/effort – be efficient (5)
- Increased public engagement (4)

# Protect

- Cultural Services
  - Victoria Art Gallery (39)
  - ‘The arts’ (13)
  - Heritage & tourism attractions (8)
- Environmental Services
  - Public Toilets (16)
  - Highways, cycle lanes, streets & public transport (15)
  - Lower Parking charges (11)
  - Waste Services (6)
- Services to the vulnerable
  - Children & Young People (27)
  - Vulnerable/deprived communities (including rural areas) (22)
  - Services to elderly, vulnerable & disabled people (21)

**MEDIUM TERM SERVICE AND FINANCIAL PLANS 2013-14  
SUMMARY OF RESOLUTIONS FROM THE POLICY DEVELOPMENT AND  
SCRUTINY PANELS**

**Resources PDS Panel - :**

It was **RESOLVED** that the following issues require further consideration and highlighting as part of the budget process for 2013/14:

1. Property Services
2. Democratic Services

**Summary of Comments:**

**Property Services**

- Concerns over potential risks of reducing levels of maintenance regarding property as this is an income generating service. Concerns over the large number of proposed job cuts.
- Concerns that a 'less responsive service' would lead to major damage of the Council's assets and that the proposed savings would prove a false economy.
- There was a suggestion that the savings be split up into (1) a staging plan for development and (2) income maximisation.

**Democratic Services**

- Concerns that proposed cuts would reduce the accountability of the administration and cut back on democracy. View that reducing scrutiny meetings would mean that when panels do meet, they would cease to be productive due to over long agendas.
- View that the present call in process has significant value and that the budget proposals could be destroyed by the call in process.
- Views that the scrutiny function helps the Cabinet to run effectively and that it is right that the Council's finances should be subject to detailed scrutiny.
- There were some suggestions to offset these proposed cuts: to reduce the Ward Councillor Initiative; reduce Councillors allowances by 10%; investigate aligning scrutiny panels with directorates and in the long term, looking at cutting the number of Councillors.

**Wellbeing PDS Panel:**

It was **RESOLVED** that:

1. The Panel requested that the budget for Adult Social Services and Housing should be more protected and that savings should be considered within other areas of the Council;
2. The Panel requested that next year's budget be presented at a much earlier date to the Panel (latest at September 2013);
3. The Panel felt that it is essential that the Council protect frontline services for vulnerable people; and
4. The Panel felt that all Officers and every Member of the Council should be aware that they have due regard to the need to eliminate discrimination; advance equality of opportunity; and foster good relations – when making decisions and setting policies, as per the advice of Equalities Manager.

### **Planning, Transport and Environment PDS Panel:**

The Panel didn't make any formal resolutions. As per minutes of that meeting (yet to be published) there was a statement from Councillor Eleanor Jackson (on behalf of the Labour Group), detailed introduction by all officers and few queries from the Panel. There was one set of recommendations put forward but those were not carried.

Minute extract on the set of recommendations that was not carried:

Councillor Geoff Ward proposed the following recommendation:

The Planning, Transport & Environment Panel have concerns over some of the proposals with the Medium Term Service & Resource Plan and it asks the relevant Cabinet Member(s) to look again at these particular areas;

- (i) Public Protection – What risk would there be to the public and the Council if the staffing levels were reduced as proposed?
- (ii) Public Conveniences – Would the number of available toilets be deemed adequate enough and in the most suitable locations to residents and visitors if the closure proposals were approved?
- (iii) Car Parks – Does the proposal to remove the free parking provision in some areas of the Council pose a significant risk to the viability of local businesses?

Councillor Brian Webber seconded the recommendation.

Three members of the Panel voted in favour of the recommendation, four voted against it and there were no abstentions. The recommendation therefore was not carried.

### **Economic and Community Development PDS Panel:**

The Panel **RESOLVED** that:

1. The Panel felt that all Officers and every Member of the Council should be briefed that they have due regard to the need to eliminate discrimination; advance equality of opportunity; and foster good relations – when making decisions and setting policies. The Panel also asked Equalities Manager to circulate a briefing in relation to the latest on the statement from the Prime Minister.
2. The Panel requested a report on the discussions with the Bath Tourism Plus in terms of the consensual agreement on transition of funding;
3. The Panel requested a report on how Tourism Levy will come out in practice, including models of charging versus income.

### **Housing and Major Projects PDS Panel:**

The Chair proposed the following recommendation;

The Panel asks the Cabinet to consider whether investment in the Public Realm and Affordable Housing should be shown within the Medium Term Service & Resource Plan for future years, following 2013 / 14.

All Panel Members agreed with this proposal.

### **Early Years, Children and Youth PDS Panel:**

The Panel did not make formal recommendations/resolutions.

The Panel wished to show strong support for retaining services which have a high impact on budget implications. They added their intention to identify in years 2014 / 15 / 16 where this loss could be mitigated across other service areas.

The Panel's debate was mostly focused on the retention of frontline services and that proposed cuts will affect vulnerable. The Panel commented on Youth Service, Children Centres, Early Years Services and Safeguarding, Social Care and Family Support Services.





**Equality Issues – 2013/14 Budget & Medium Term Plans**

**1 Background**

- a) The Equality Act 2010 makes it unlawful to discriminate against an individual because of certain personal characteristics.
- b) The Council's HR policies already ensure there is proper consultation and consideration of staffing matters and that employment-related equality issues are fully taken into account.
- c) Equality issues are considered as part of decision-making and where reductions or closures are proposed, proportionate equality analysis is carried out and published.
- d) The majority of budget savings will be achieved by internal efficiencies and additional income generation activity rather than through service cuts or disproportionate increases in charges.

**2 Actions taken so far**

- a) Equality issues were addressed at Policy Development and Scrutiny meetings in their consideration of medium term plans. Headline issues were identified and, where service cuts were proposed, the impact upon different groups has been assessed. This shows the impact of service changes (particularly on vulnerable people) and the staffing implications of the proposals. Where services cuts are deemed necessary, interventions are being made to minimise the effects.
- b) In implementing service cuts, consideration was given to any substantial negative impact on vulnerable people and avoided wherever possible including, for example, ensuring that cuts in voluntary sector funding (when commissioned) are kept to a minimum; that there is investment in supporting communities to gain better access to services; and that the (reduced) cuts in community safety will not affect our most vulnerable communities.
- c) Disabled people and those with mental ill health are the most frequently identified people as experiencing a detrimental impact from the budget proposals, followed by people experiencing socio-economic inequality and young people. These impacts are experienced across all services. Significant impacts have been identified against complex families and people being affected by welfare reform. Reductions in funding to voluntary, community and social enterprise organisations increase over the period of the budget.

### 3 Mitigations; positive actions, projects and interventions

- a) The Council is committed to delivering services that meet the needs of our diverse community, and in celebrating the differences within our community. Some recent examples include:
- b) The new One Stop Shop at Lewis House has been designed to ensure customers have improved and often instant access to public services and to information. Closer working with external partners has greatly improved the way we identify and provide appropriate services for our communities.
- c) Stronger links have been forged with the local black minority ethnic community. For example - in August 2012, the Council hosted a celebration to mark Jamaican Independence Day. Over 150 members of the local Jamaican and Caribbean community and their guests attended the vibrant event at the Guildhall.
- d) The Sport & Active Leisure team were successful in their bid to host the Paralympic flame. A carnival procession carrying the Paralympic lantern made its way through Bath city to start an evening of entertainment showcasing our local Paralympian athletes just before the start of the Paralympic Games. Bath University will host the prestigious Special Olympic Games during 2013. We know this will require a large amount of assistance and energy from the local population who so enthusiastically supported the Paralympic athletes based in Bath.
- e) The Council is aware that Government *welfare reform programme* will have an impact on many people including those who are most vulnerable in our community (for example some people may be on low income, of pensionable age or in receipt of specific benefits). To mitigate adverse effects we have committed to protecting the most vulnerable people by exempting them from council tax support reductions and in accepting the delegated social fund (crisis loans) as part of our responsibility, enabling services who are dealing with people in crisis to work collaboratively.
- f) Through working with partners in our One Stop Shop we aim to provide the right intervention at the right time to help those at risk or to stop people falling more into risk. (Our key partners including Housing, Social Services, Family Information Services, Curo, CAB, Learning Partnership West and Bristol Credit Union.)
- g) We are one of 12 Councils participating in the LA led Universal Credit Pilot, assisting and advising customers who contact us seeking support resulting from of a change (life event) in their circumstances which may affect any one of the future component parts of Universal Credit. (Job Seekers Allowance; Child Tax Credits; Family Tax Credits; Employment Support Allowance; and Housing Benefits).

- DWP staff are working with us to identify the type of help that is needed through a range of case studies of different customer profiles helping us to create service packages that best meet their needs especially to the most vulnerable members of our community.
  - With better joined up services and partnership working we hope to be able to influence the design and delivery of Welfare Reforms;( including mitigating risks around the digital by default agenda; the plan to make payments monthly in arrears direct to claimants; and a growing need for financial and budget support).
- h) The Council is addressing the difficulties faced by families and households through the '*connecting families*' project. This project will focus its efforts on over 200 households with at least one young person with education absence of greater than 15% recorded as living at the address; those involved in housing related anti-social behaviour, and young offenders. Research shows there are over 300 households meeting one or more of these criteria.
- i) In order to deliver good services that meet people's needs, we use the *Joint Strategic Needs Assessment (JSNA)* to work closely with our partners in providing good services that in turn help us to address inequality. The JSNA was instrumental in assisting the Council to make difficult decisions about its budget and spending priorities.

#### **4 Government agenda for equality**

- a) Brandon Lewis MP wrote to all Leaders and Chief Executives with helpful guidance for the reduction of statutory burdens; he stated: "*... equality impact assessments can be resource intensive and take staff away from planning and delivering important public services.*"
- b) *Councils should be able to pay due regard to equality without resorting to time consuming bureaucratic tick box exercises at the end of the decision making process. The key is to take a proportionate timely approach to assessing equality and that this is properly considered from the outset with a simple audit trail."*

#### **5 Bath & North East Somerset's approach to equality & diversity**

- a) Since the Equality Act was introduced B&NES has taken a pragmatic approach to equality; we recommend a proportionate approach where service leads complete, when necessary, a simple template in order to demonstrate that they have met their duty to "pay due regard". As well as avoiding claims and litigation, this approach helps to ensure that services are tailored to the needs of all service users in particular vulnerable people. B&NES was commended and used as an exemplar authority for our proportionate approach to equality by the LGID.

b) Training in equality issues is provided largely in-house by the Equalities Team (comprising 1.8 staff) through the corporate training programme with three 'standard' programmes alongside bespoke customised training, briefings and updates. Click the following link to view our [Equality analysis](#) pages.

(<http://www.bathnes.gov.uk/services/your-council-and-democracy/equality-and-diversity/equality-impact-assessments/financial-pla>)

## Eric Pickles – “50 sensible savings ideas”

No.	Eric Pickles Suggestion	B&NES Council response
1	<p><b>Share back office services:</b> share with neighbouring authorities from planning to press, from HR to legal</p>	<ul style="list-style-type: none"> <li>• Shared services are in place for community health and social care through a new social enterprise - Sirona.</li> <li>• Local Enterprise Partnership is in place for the West of England for some of the most strategic services and to enable private sector growth.</li> <li>• Shared pensions service for West of England in place – the Unitary Councils, Universities, Fire, Local Councils and other admitted bodies with over 90 employers in total.</li> <li>• Shared Service also in place for the back office aspects of procurement</li> <li>• Local accessible services and ‘getting it right first time’ - with a minimal back office - is often much better than sharing the back office. This is a more radical approach – and is being widely used including by the Council Tax and Benefits services.</li> </ul>
2	<p><b>Community Budgets – Bring staff and money together:</b> DCLG wants to roll out Community Budgets across country</p>	<ul style="list-style-type: none"> <li>• The Council is part of the Troubled Families initiative and has pioneered the pooling of budgets to reduce costs and improve outcomes.</li> <li>• We are monitoring the progress of the Community Budgets initiative closely to see what further potential exists.</li> </ul>
3	<p><b>Use transparency to cut waste:</b> publish spending, contracts, tenders over £5000 and property data online</p>	<ul style="list-style-type: none"> <li>• Contracts Portal in place for many years advertising all opportunities in public domain and allowing full E-Tendering package for free to all suppliers reducing costs for all</li> <li>• Over 15,000 Contractors registered, using system and receiving regular updates</li> <li>• Accounts, JSNA and Census data all published and all individual payments published on monthly basis</li> <li>• Further updates and developments on publishing community data being planned off back of new IM Strategy</li> </ul>
4	<p><b>Tackle duplicate payments:</b> estimated that councils waste up to £147 million a year by paying bills more than once</p>	<ul style="list-style-type: none"> <li>• Externally assessed and internally audited on a regular basis, no issues and good controls in place with excellent performance</li> <li>• Procure to Pay system now in place with strengthened internal controls and helps</li> </ul>

		to ensure framework contacts are well used.
5	<b>Clamp down on corporate charge cards:</b> introduce greater financial controls on cards	<ul style="list-style-type: none"> <li>• System has significant benefits and is well controlled</li> <li>• Supports SME's (smaller businesses) in paying bills faster &amp; guaranteeing payment</li> <li>• Efficiency Savings of up to £50 per transaction</li> </ul>
6	<b>Special spending controls:</b> review processes for approving how spending is signed off	<ul style="list-style-type: none"> <li>• Scheme of Delegation, Financial Regulations and Budget Management Scheme all in place and signed off by Council</li> <li>• All Financial systems regularly audited - no weak systems</li> <li>• Consistently good record of spending on revenue (day to day costs) in line with budgets despite an ambitious change and efficiency programme</li> <li>• Strong project management process in place with dedicated capital project delivery unit and practices in line with the best in the private sector.</li> <li>• Consistent delivery of major capital projects on time and within budget</li> </ul>
7	<b>Tackle fraud:</b> estimated that councils could save £2.2 billion a year	<ul style="list-style-type: none"> <li>• Core role of Internal Audit and Housing Benefit Visiting Teams</li> <li>• Consistent high performance and low risk evidenced by results of National Fraud Initiative exercise through the Audit Commission and regular reviews of policies, procedures</li> <li>• Annual Governance review checks progress and Audit Committee receive bi-annual report on fraud and corruption arrangements</li> </ul>
8	<b>Claw back money from benefit cheats:</b> using the Proceeds of Crime Act	<ul style="list-style-type: none"> <li>• We already make application to Crown Court in appropriate cases to claw back money from Benefit cheats using this process</li> </ul>
9	<b>Get more for less by improving procurement:</b> councils can group together to get better prices	<ul style="list-style-type: none"> <li>• Existing partnership already in place</li> <li>• B&amp;NES already in a series of collaborative arrangements for over £10M of spend with other authorities</li> <li>• Works closely with neighbouring authorities, NHS and Universities to identify further opportunities</li> </ul>
10	<b>Buy together:</b> Public Buying Organisations facilitate	<ul style="list-style-type: none"> <li>• As item 9 and for example:</li> <li>• Joint procurement (with North Somerset)</li> </ul>

	collective buying of goods and services	<ul style="list-style-type: none"> <li>of OH services</li> <li>Joint procurement (with South Glos) of recruitment advertising services</li> <li>Shared budgets and procurement on many aspects of community health and social care</li> </ul>
11	<b>Stop the scope for procurement fraud:</b> costs local government £890 million	<ul style="list-style-type: none"> <li>As item 7</li> </ul>
12	<b>Utilise £16 billion of reserves creatively:</b> make creative use of reserves to address short term costs	<ul style="list-style-type: none"> <li>The Council has a clear reserves policy and keeps only essential reserves</li> <li>Main reserve held to cover risks and is only 4% of gross annual spend</li> <li>Other revenue reserves, being about another 6% of gross spend, mainly to enable efficiency and invest to save projects over next 3 years</li> <li>Planned use of reserves published with the budget in line with best practice</li> </ul>
13	<b>Improve council tax collection rates:</b> total of £2.4 billion of uncollected council tax across England	<ul style="list-style-type: none"> <li>We are in the top ten councils in the country for collection of Council Tax</li> <li>Year on year achieve around 99% in year collection, having used private sector Systems Thinking methodology to improve performance</li> </ul>
14	<b>Encourage direct debit and e-billing for council tax:</b> councils can offer discounts or incentive schemes	<ul style="list-style-type: none"> <li>We have about 70% of our Council Tax payers on DD and have just launched e-billing</li> </ul>
15	<b>Close council cash offices:</b> allow residents to pay bills in post offices	<ul style="list-style-type: none"> <li>Post Offices are an expensive transaction cost but we do provide this service</li> <li>We have kiosks in our 'one stop shops' but no longer take payments over the counter</li> <li>We have no separate cash offices</li> </ul>
16	<b>Better land and property management:</b> sharing property assets between public bodies	<ul style="list-style-type: none"> <li>As part of the Keynsham Town Centre project, we are sharing the new office accommodation with several public sector partners, the voluntary sector and the community.</li> <li>Shared front offices used by most of the main public agencies and several voluntary organisations</li> <li>Regular co-operation with public sector partners on development opportunities</li> <li>Management of commercial properties in Bath City Centre in line with best practice in the country with exceptionally low voids and good returns</li> </ul>

		<ul style="list-style-type: none"> <li>• Guildhall extensively used by the community and project being progressed to develop the undercroft next to the river.</li> <li>• Heritage assets such as Roman Baths regularly achieve awards good returns and managed in line with the best in the tourism sector.</li> </ul>
17	<b>Hot-desking, estate rationalisation and sub-letting:</b> councils should undertake review of accommodation costs and identify savings	<ul style="list-style-type: none"> <li>• The Workplaces project is well advanced and achieves on average a 3:2 desk ratio with hot desking.</li> <li>• This project is about 50% complete and will complete in 2014/15. The overall number of Council offices will reduce from 12 to 4.</li> <li>• Offices are linked to one stop shops and shared with health and in future with the police and possibly others</li> </ul>
18	<b>Open a 'pop-up' shop in spare office space:</b> can help share costs and support local firms	<ul style="list-style-type: none"> <li>• We've gone one further. The Guildhall Creative co-working Hub launches Spring 2013 for new micro business start-ups.</li> </ul>
19	<b>Close subsidised council canteens:</b> have food delivered or lease space to businesses / 'pop up' operators	<ul style="list-style-type: none"> <li>• Being done through the Workplaces project. Seeking provision through lease of space as suggested.</li> </ul>
20	<b>Cancel away days in posh hotels and glitzy award ceremonies:</b> use council-owned properties for away days	<ul style="list-style-type: none"> <li>• There are no Council away days in posh hotels</li> <li>• The Council does celebrate staff success but in its own premises</li> </ul>
21	<b>Open a coffee shop in the library:</b> generates revenue and encourages visitors	<ul style="list-style-type: none"> <li>• Being addressed through the Workplaces project. A coffee shop has already been opened in the new One Stop shop in Bath</li> </ul>
22	<b>Cut senior pay:</b> have chief executives take a pay cut	<ul style="list-style-type: none"> <li>• A pay freeze has applied to senior staff for the last 3 years.</li> <li>• Management costs are being reduced by restructuring with over £1M of savings being targeted</li> <li>• Recruitment of new CX in 2012 involved a salary saving of approximately 15%</li> </ul>
23	<b>Share senior staff:</b> combine chief executives with other councils / public authorities	<ul style="list-style-type: none"> <li>• The agreed approach is for strong local leadership to drive forward services tailored to the needs of local communities.</li> <li>• The joined up working with the health service and the integration of public health into the Council are examples of this.</li> <li>• On strategic matters including planning, transport and job creation the Council</li> </ul>



		<p>works closely with the Local Enterprise Partnership (LEP) for the West of England.</p> <ul style="list-style-type: none"> <li>• The arrangements for the LEP and health are amongst the best in the country.</li> </ul>
24	<b>Scrapping the chief executive post entirely:</b> aims to show that a Chief Executive can serve three authorities	<ul style="list-style-type: none"> <li>• The Council agreed in 2011 that a Chief Executive was essential to provide strong local leadership.</li> <li>• See above.</li> </ul>
25	<b>Introduce a recruitment freeze:</b> only replacing a portion of staff that leave	<ul style="list-style-type: none"> <li>• Rigorous vacancy management arrangements in place.</li> <li>• A complete freeze is a blunt instrument when wishing to maintain critical frontline public service</li> </ul>
26	<b>Freeze councillor allowances and end councillor pensions:</b> councillors should be volunteers	<ul style="list-style-type: none"> <li>• The basic Councillor allowances have not been increased since 2010</li> <li>• For most councillors, when equated to an hourly rate, are below the minimum wage</li> </ul>
27	<b>Cut spending on consultants and agency staff:</b> reduce number of consultants / agency workers employed	<ul style="list-style-type: none"> <li>• Agency staff and consultants are only used where in house staff and expertise cannot be obtained or where specialist skills are required.</li> <li>• Framework contracts used to minimise costs.</li> </ul>
28	<b>End expensive 'leadership' courses:</b> review sending staff to Common Purpose etc.	<ul style="list-style-type: none"> <li>• Most courses delivered in house at low costs and tailored to individual needs.</li> <li>• Staff annual review process in place to ensure this works well and helps individual staff to achieve.</li> </ul>
29	<b>Cut spending on head hunters and expensive adverts:</b> publish job vacancies online instead	<ul style="list-style-type: none"> <li>• Majority of advertising is now limited to Council job site &amp; consequent financial savings accrued</li> </ul>
30	<b>Review and reduce absenteeism:</b> introduce new absence reporting measures and provide support for staff	<ul style="list-style-type: none"> <li>• The Council already has good procedures for managing sickness resulting in reducing absence rates.</li> <li>• Its current performance puts it in the best category for public sector organisations.</li> </ul>
31	<b>Scrap trade union posts:</b> get rid of full-time trade union 'pilgrim' posts	<ul style="list-style-type: none"> <li>• Relationship with the unions is positive and this is important when the Council faces significant financial challenges. One person supports the work of 14 trade unions.</li> </ul>
32	<b>Charge for collecting trade union subscriptions:</b> so-called 'check' off arrangements	<ul style="list-style-type: none"> <li>• As a standard payroll arrangement, it involves no net additional cost. Any additional services requests are charged.</li> </ul>
33	<b>Stop spending money on commercial lobbyists:</b> goes	<ul style="list-style-type: none"> <li>• We do not use commercial lobbyists.</li> </ul>

	against guidance in <i>Code of Recommended Practice...</i>	
34	<b>Stop translating documents into foreign languages:</b> undermines community cohesion by encouraging segregation	<ul style="list-style-type: none"> <li>We have automatic translation built into the website so there will be minimal need</li> </ul>
35	<b>Reduce the number of publications and media monitoring:</b> DCLG has already started to cut spending in this area	<ul style="list-style-type: none"> <li>We are already doing this.</li> <li>The new e-version of the Council Tax booklet will reduce the number of printed copies from 80,000 to 2,500</li> </ul>
37	<b>Cease funding 'sock puppets' and 'fake charities':</b> don't deliver services but demand more state funding	<ul style="list-style-type: none"> <li>We don't fund organisations like this.</li> <li>Our funding for groups is related to outcomes and delivery.</li> </ul>
38	<b>Scrap the town hall Pravda:</b> local authority newspapers undermine independent local press	<ul style="list-style-type: none"> <li>Increasingly Council information is provided on the web site and using social media, such as when there is bad weather and other urgent information.</li> <li>The Council uses its paper publications to get information to people with no access to the web.</li> <li>Costs are amongst the lowest as a result of the use of advertising.</li> </ul>
39	<b>Stop providing free food and drink for meetings: also ban mineral water at council meetings</b>	<ul style="list-style-type: none"> <li>The Council has been reducing this expenditure.</li> <li>The type of provision is modest and is mainly to support decision-making meetings with still water and sandwiches.</li> <li>Some small cost savings may still be possible.</li> </ul>
40	<b>Reduce first class travel:</b> DCLG have cut spending from £200,000 a year to £17,500	<ul style="list-style-type: none"> <li>Employee Travel policy does not support 1st class rail. The council starts from a much more modest place than is implied.</li> </ul>
41	<b>Cut mileage payments:</b> should be cut back to HMRC levels	<ul style="list-style-type: none"> <li>This forms part of the budget proposals</li> </ul>
42	<b>Video conference instead of travel:</b> embrace technology to cut travel costs	<ul style="list-style-type: none"> <li>Travel is kept to a minimum and so are meetings.</li> <li>Staff being located closer to the work as part of the Workplaces project.</li> <li>One stop shops across the District also help.</li> </ul>
43	<b>Help the voluntary sector save you money:</b> should give organisations chance to offer suggestions	<ul style="list-style-type: none"> <li>We do this through events like our Budget Fairs where suggestions are brought forward for saving money</li> <li>'One stop shops' are shared with the voluntary sector.</li> <li>Programme to transfer some assets into</li> </ul>

		<p>the community will form part of the budget proposals.</p> <ul style="list-style-type: none"> <li>• Right to Challenge Process allows voluntary bodies to offer suggestions on how to run Council services</li> </ul>
44	<b>Cut printing costs:</b> publish online only unless residents ask for hard copy	<ul style="list-style-type: none"> <li>• Will do this at annual billing this year by using this approach for the Council Tax leaflet</li> </ul>
45	<b>End lifestyle and equality questionnaires:</b> also no need to spend money on Equality Impact Assessments	<ul style="list-style-type: none"> <li>• The Council conducts one integrated employee survey every 2 years.</li> <li>• This helps enable investment in staff to be prioritised and supports good leadership arrangements.</li> <li>• Some equalities impact assessments are used to support decision making but the approach is proportionate to the issues.</li> <li>• Whilst the equalities legislation remains the need for these assessment or an equivalent also remains.</li> <li>• The approach taken is a positive and risk based approach mainly to ensure we support the most vulnerable and those with greatest needs when designing services</li> </ul>
46	<b>Sell services:</b> new general power of competence makes it easier for councils to undertake ventures	<ul style="list-style-type: none"> <li>• The Council has looked hard at opportunities to generate income. It already does this.</li> <li>• The budget proposals include ideas to expand this approach</li> </ul>
47	<b>Hire out the town hall:</b> could be booked for weddings, civil partnerships, meetings, theatre productions	<ul style="list-style-type: none"> <li>• The Council has being doing this for many years, and has recently greatly increased revenue income</li> </ul>
48	<b>Lease works of art not on display:</b> not seen in galleries or museums	<ul style="list-style-type: none"> <li>• We run an Adopt-a-Picture scheme whereby members of the public and businesses can 'adopt' works of art for a fee</li> <li>• Furthermore, the adoption moneys are eligible for Gift Aid.</li> <li>• We average £4500 per annum income for the scheme</li> </ul>
49	<b>Save money on computer software:</b> conduct full review of software licences across authority	<ul style="list-style-type: none"> <li>• The main opportunity in many Councils, including our own, is to reduce the number of ICT systems and to better integrate them</li> <li>• The new ICT strategy has this at its heart along with other measures to radically reduce the cost of ICT</li> <li>• The key is simpler and more</li> </ul>

		<p>standardised</p> <ul style="list-style-type: none"> <li>• Open systems approaches are under review and the Council website has just moved to open source and licence free system</li> </ul>
50	<p><b>And finally... ask your staff for more sensible savings ideas:</b> give a prize for best staff ideas for efficiencies</p>	<ul style="list-style-type: none"> <li>• There is already an Ask the Chief Executive initiative. This will be enhanced by a programme for staff to suggest and lead small change programmes to improve effectiveness and efficiency – with senior management sponsorship</li> <li>• There are awards for staff that deliver excellence and this includes initiatives to save money</li> <li>• The Council's new open source intranet will in future enable staff to provide comments more easily on all the Council's main projects, challenges and initiatives</li> </ul>

**BUDGET SETTING PROCESS – ADVICE OF THE MONITORING OFFICER**

1. It is important to be clear on the process to be followed in setting the 2013/14 Budget. This paper sets out the guidance provided by the Council's Monitoring Officer.
2. The Cabinet has the responsibility to prepare and propose a draft Budget to Council for its approval.
3. The Cabinet can, in its absolute discretion, receive from any political group that so wishes, an alternative budget proposal to that published in the Cabinet agenda papers. It can only consider such proposals if it is satisfied that they have been discussed with the Council's statutory officers and relevant Directors and that an impact statement from Officers about such proposals is available.
4. All proposals that the Cabinet meeting is prepared to consider will therefore be cleared with the Section 151 Officer, the Monitoring Officer, and relevant Strategic / Divisional Directors beforehand.
5. The Cabinet will formulate a budget proposal and Council Tax recommendation to the Council meeting on 19th February 2013. Such budget proposal may either take the form of a composite proposal or may include agreed core proposals and options for allocating parts of the budget.
6. The Council has available to it at the budget setting meeting two options. It can object to specific parts of the proposals and if it does so must require the Leader on behalf of Cabinet to reconsider its proposals. The Council is required to give the Cabinet the reason(s) why it considers those proposal(s) should be changed and it is then for the Cabinet to consider those proposed changes and the reasons put forward. Alternatively it is, of course, open to the Council to accept the budget in its proposed form at the meeting, in which case no further action is necessary.
7. Council may then determine the budget on the basis of the Cabinet's recommendations as set out in paragraph 5 above plus any insignificant changes adopted as amendments at the Council meeting. The constitution provides that the meeting itself (on advice from the Chief Executive) will decide whether any amendment to the budget proposals is of such significance as to amount to an "objection" to the budget so as to require reconsideration by the Cabinet.

8. However if a significant proposal is accepted on a vote at Council, from those notified at the Cabinet meeting, this stands as a formal objection within the terms of the law and will be referred to the Leader for him to secure consideration by the Cabinet and report back to the Council meeting on 28th February 2013.
9. When the Cabinet has considered the objections, it is required to put its proposals (which may or may not be revised) back to the Council Meeting. If the Cabinet does not agree with Council's views on a proposed change, it is required to state why and the Council can then take those reasons into account, along with its original thoughts as to why the change was desirable. At the meeting, it is open to Council to take such decision as it sees fit on any variation from the budget as originally proposed that has been the subject of consideration under the process outlined in paragraphs 6 to 8.
10. In setting the budget the Council is required to approve a full budget resolution including the police, fire and parish precepts and the proposed Council revenue and capital budgets for 2013/14. That budget will include within it the overall proposed Council cash limits for 2013/14 including the provision for inflation, the proposed use of balances in the 2013/14 budget (if any) and the resulting budget requirement and Council Tax for Bath and North East Somerset including any recommendations for special expenses. The Council will also approve the borrowing limits for 2013/14 and prudential indicators.
11. Legally, the Council must set a balanced budget for the forthcoming year and determine the level of Council Tax. If a budget is not set by the date of the reserve budget-setting meeting (28th February), this will lead to a delay in billing and a loss in council tax cash flow. It is highly likely that this will also translate into a higher level of uncollectable debt and debt collection costs and in addition this will significantly impact on council tax performance indicators. A delay until 28th February will also compromise the Council's ability to meet current billing deadlines, and there is a serious risk billing will be delayed also with negative cash flow impacts.
12. The final Council Tax set will encompass all parish and police and fire precepts (that is the money we collect on behalf of the parishes, fire and police and pay to them).

**Vernon Hitchman**  
**Divisional Director – Legal & Democratic Services (Monitoring Officer)**

## Purpose and scope

- 1.1 The purpose of the statement is to provide a clear and transparent policy to the public, which demonstrates accountability and value for money for the financial year 2013-14.
- 1.2 The policy meets the Council's obligations under the Localism Act 2011 [Section 38 (1)] and the associated statutory guidance set out in the Openness and Accountability in Local Pay: Guidance under section 40 of the Localism Act (February 2012) together with the Code of Recommended Practice for Local Authorities on Data Transparency (September 2011).
- 1.3 The policy must articulate the Council's own policies towards a range of issues relating to the pay of its direct workforce, in particular its Chief Officers, as defined by the Local Government and Housing Act 1989 and lowest paid employees. Details of 'Chief Officers' employed by the Council can be found on the Council's public website.
- 1.4 The pay arrangements reflect the need to recruit, retain and motivate skilled employees to ensure high levels of performance balanced with accountability on the public purse. The policy recognises flexibility which is essential in delivering a diverse range of services and is underpinned by principles of fairness and equality.
- 1.5 The pay policy statement applies to both the lowest and the highest paid. In accordance with provisions of the Localism Act, it does not extend to schools and this statement does not, therefore, include school based employees.
- 1.6 The statement will be approved by Full Council, i.e. not delegated as an executive or committee function, in advance of the financial year to which it relates and must be reviewed at least annually. Any amendments must be approved by Full Council.
- 1.7 The Council will publish the statement on its website.

## Definitions

For the purposes of this Pay Policy Statement the following definitions apply:

- 2.1 **'Pay'** in addition to base salary includes charges, fees, allowances, benefits in kind, increases in/enhancement to pension entitlements and termination payments where applicable.
- 2.2 **'Chief Officers'** refers to the following roles in the Council:

Statutory Chief Officers are:

- Chief Executive, as Head of Paid Service
- Strategic Director – People & Communities, as Director of Children's services and Director of Adult Social Services
- Divisional Director – Legal & Democratic Services as Monitoring Officer
- Divisional Director –Finance, as Section 151 Officer (Chief Financial Officer)

Non Statutory Chief Officers are:

- Strategic Director – Place
- Strategic Director – Resources

Other Directors/Heads of Service are:

- Senior managers who report director to/or are accountable to a statutory or non-statutory Chief Officer in respect of all or most of their duties.

**2.3 'Lowest paid employee'** refers to those employees refers to those employees in substantive full time employment currently earning £12,145.00 gross per annum. This is the lowest scale point in the council's grading structure and has been assess through the Council's job Evaluation scheme as having the least amount of complexity and responsibility.

## General principles & practice

### 3.1 Principles:

Bath & North East Somerset Council values all its employees and aims to apply a consistent and fair approach to pay and benefits in line with the following principles:

- ❖ To work within financial constraints and use those limited funds in the most effective way to support the Council in the provision of quality cost effective services and its workforce needs
- ❖ To aim for consistency and fairness in the processes used to manage pay and benefits, as appropriate to service delivery and in line with its commitment to remaining within the framework of the relevant national pay and conditions agreements
- ❖ To promote an equal pay agenda by ensuring that pay and job evaluation systems, processes and systems meet legislative requirements and to actively work towards reducing any unjustified gender pay gaps
- ❖ To ensure that our pay and benefits processes and policies are transparent and accessible to all employees
- ❖ To be mindful of the market in making decisions about pay and benefits
- ❖ To be clear about how we recognise and reward performance, whether at whole organisation, service, team or individual level
- ❖ To support a flexible approach to the acceptance of changes to tasks, duties and responsibilities by employees and allow for flexibility between posts.
- ❖ To enable the Council to attract and retain its employees and in order to do so, respond to situations where market forces dictate the necessity to apply supplements to established salaries.
- ❖ Any pay structure must be affordable to introduce and maintain.
- ❖ To aim to retain a core set of benefits for all employees.

### Practice:

### 3.2 Basic pay is determined through

- The job role and it's accountability in the overall context of the Council's services and responsibilities using the HAY job evaluation process which is based on objective criteria and free from discriminatory bias.
- Ensuring that all employees are dealt with on this basis with no distinction being made for senior management appointments including Chief Officers and their Deputies.



- The terms of the relevant national agreements on pay and conditions of service
- The amount available for the pay review process is also impacted by what the Councils which are party to the National Agreements can collectively afford.
- A comprehensive pay and grading structure has been adopted that positions the Council against median salary benchmarking compared to a national data base maintained by the Hay Group, is affordable and offers recruitment and retention incentive. This is kept under review.
- The outcome of reviews into the local pay and grading structures are determined within the terms of this policy and the Council's constitutional arrangements.

*Note: This excludes trainees, apprentices and interns who are paid less to reflect the nature of the training and development role.*

### **3.3 Pay on appointment**

- Staff are normally appointed at the bottom scale point of the grade at which the post has been evaluated.
- Managers have discretion to appoint at a higher scale point within the grade band if the appointee can demonstrate that they are currently earning more than the minimum salary for the grade.

### **3.4 Pay review dates**

- Grade progression (i.e. movement from a lower to a higher salary scale point (scp) within a grade) takes place on 1<sup>st</sup> April of each year until the highest scp is reached.
- Grade progression is subject to satisfactory performance (and may be withheld if performance has been unsatisfactory) and a minimum of 6 months service in the grade. Where 6 months service cannot be achieved by 1 April, progression is considered on the anniversary of six months service.
- Where an increase in pay has been negotiated through the national negotiation framework, it will be implemented with effect from 1st April of the appropriate year. If the negotiations have not been concluded by 1<sup>st</sup> April, the increase will be paid at the earliest opportunity together with back pay from 1<sup>st</sup> April.

### **3.5 Honoraria & other allowances**

- Work outside the scope of the post can be recognised by the award of an honorarium. The conditions and framework are set out in the 'Recognition for work outside the scope of the post' policy. Assessment and payment will be based on non-discriminatory, objective criteria.
- Allowances, for example standby, may be made to employees, below senior managers in connection with their role or pattern of hours they work in accordance with National or local collective agreements.

### **3.6 Re-employment of former local government employees**

The Council retains sufficient flexibility in its response to the re-employment of former local government employees to enable it to respond appropriately to the particular circumstances. It ensures that an open and fair selection process takes place before any appointment is confirmed. 'Merit' is the sole criteria.

If the Council were to re-employ a previous local government employee who had received a redundancy or severance package on leaving, or who was in receipt of a pension covered by the Redundancy Payments (Continuity of Employment in Local Government Modification) Order 1999, known as the Modification Order) (with the same or another authority), then the Council's policy is to ensure that the rules of the Modification Order are applied.

### **3.7 Use of consultants, contractors and temporary 'agency' staff.**

Ordinarily staff will be engaged directly by the Council as employees but on an exceptional basis, where particular circumstances deem it necessary, people may be employed through personal service companies or on an 'agency basis'. When this situation arises, the Council will give detailed prior consideration to the benefit of doing so and that the overriding need to ensure value for money is achieved. Such arrangements must be in accordance with the code of practice and require prior approval by the Strategic Director for the service area.

## **Equal pay**

4.1 The Council is committed to the principle of equal pay for all posts of the same size and value and implemented the national 'single status agreement with effect from 1 April 2007. In order to put its commitment to equal pay into practice the Council:

- reviews regularly its pay grade and rates for all current staff and starting pay for new staff in line with Equality and Human Rights Commission guidance in line with the Council's Equality policy.
- informs employees of how these practices work and how their own pay is arrived at.
- provides training and guidance for managers and supervisory staff involved in decisions about pay and benefits.
- regularly monitors pay and grading data and statistics.

## **Ensuring consistency**

5.1 The Council seeks to ensure consistency through the following processes:

- All departments are provided with the same quality of internal support in the job evaluation process
- The Human Resources Service (in partnership with senior managers, as appropriate) has an on-going responsibility to review pay levels across the Council and highlight any potential anomalies.

If there is an exceptional need to review pay outside of the normal pay review timetable, proposals will be considered and approved by the relevant Director and the Head of Human Resources.

## Pensions

- 6.1 Subject to the provisions of the relevant scheme, all directly employed staff who are the subject of this policy are able to join a contributory statutory pension scheme.
- 6.2 The Council is required to set out its policies relating to discretionary payments, severance packages, employment of staff in receipt of pension and re-engagement of former staff under contracts for services. The Council has in place a policy for flexible retirement which is specifically authorised by statute whereby individual staff, with employer approval, may draw their pension and continue in employment at a lower pay grade/ working shorter hours. The Council considers all proposals on their individual merits but would not take any action beyond that authorised by existing policy without reference to the appropriate Council decision making body.

## Senior pay

- 7.1 The remuneration of the Chief Executive and other senior management appointments in the Council (see Annex 1) is undertaken by external analysts using the Hay Job Evaluation process. Levels of pay have been market-related by being compared to a national data base maintained by the Hay Group of similar posts in a wide range of public and not for profit sector organisations. The pay structure for Chief Officers takes account of the clearly defined additional 'statutory' responsibilities (see section 2 above). Five pay bands will be available place for the most senior officers as set out in the Annex 1.
- 7.2 Any increases in pay rates will be in line with those negotiated nationally by Joint Negotiating Committees (JNC's) for Chief Executives and Chief Officers respectively. The pay policy, whilst agreed in advance of the financial year to which it relates, can be amended during the course of the year to incorporate a pay award negotiated nationally or for other reasons.
- 7.3 Where there is a pay range for a job the Council's adopted aim is to offer an appointment to the minimum point of the appropriate salary band. In order to secure the services of the best candidate it may be necessary to offer a higher amount. In these circumstances approval by the employing Director or members of the appointing Member committee as appropriate, in consultation with the Head of Human Resources, is required
- 7.4 Where a pay band consists of a number of different salary points, any progression to the next incremental point is subject to satisfactorily meeting performance criteria agreed in advance with the Chief Executive or Strategic Director, as appropriate (in consultation with the Group Leader(s)). Any increase is paid from 1 April subject to 12 months service in that pay band and the maximum not being exceeded.
- 7.5 This is no provision for the Council to pay any bonuses, charges, fees or allowances, benefits in kind to senior employees or any other employees other than expenses necessarily incurred in the performance of their duties.

- 7.6 Senior staff are not differentiated from other members of staff in terms of remuneration on resignation or termination. The Council's general arrangements for severance and scheme for discretionary payments apply to this staff group as to all employees.
- 7.7 Other conditions of service are those determined nationally by the JNC's specifically for these appointments or, as locally determined for all other Council staff.
- 7.8 The Council's threshold level for disclosure of senior staff salaries will be at the minimum point of the senior civil service pay scale and above as at 31 March.

### **Relationship between senior pay and the 'lowest paid council employee'**

- 8.1 The grading structure and pay line determine the salaries of the highest and lowest paid Council employees. The Council's highest paid employee is its Chief Executive (see Annex 1). The lowest salary offered for substantive, full time employment is currently £12,145.00 per annum (i.e. the lowest scale point (SCP) within the grading structure).
- 8.2 Following advice in 'Openness and Accountability in Local Pay: Guidance under section 40 of the Localism Act' and in accordance with the Code of Recommended Practice for Local Authorities on Data Transparency the Council publishes the ratio between the highest paid salary and the median salary for the whole of its workforce on its public website. It does not currently have a policy of maintaining or reaching a specific ratio of pay multiple between the Chief Executive and that of its median earner.

### **Publication**

- 9.1 The Council's approach to the publication of and access to information on the remuneration of Chief Officers is to include it on its public website as part of its requirements within the Accounts and Audit (England) Regulations 2011 and in accordance with the Code of Recommended Practice for Local Authorities on Data Transparency.

### **Implementing a new organisational model for the Council**

- 10.1 The Council is in the process of implementing different senior management arrangements to support a new organisational model based upon principles and a general approach agreed on 16 November 2010.

10.2 In order to recruit to the new Strategic Director roles, it has been necessary to determine the level of remuneration and conditions of employment using the general senior pay policy practice and principles set out above. Rates of pay have been established taking the advice of independent analysts and the Hay data base and are as set out below and will be effective from 1 April 2013. Work will continue during the coming year to complete the senior management structures below Strategic Director level. The remuneration for other posts in the new senior management arrangements will be determined within the terms of this policy and the Council's constitutional arrangements.

## **Further information**

For further information on the Council's pay policy please contact the Council's Human Resource Service email [human\\_resources@bathnes.gov.uk](mailto:human_resources@bathnes.gov.uk). Tel: 01225 477203

**SENIOR MANAGEMENT PAY & GRADING**

BAND	MIN/MID/MAX POINTS	Composition, Terms & Conditions	
<b>CHIEF EXECUTIVE &amp; HEAD OF PAID SERVICE</b>			
<b>Band 1</b>	Fixed/Spot	<ul style="list-style-type: none"> <li>- A fixed salary within the range £145,000 to £155,000 pa taking account of current public sector market median data provided by the independent analysts and the Council's general starting salary policy</li> <li>- No variable element within the remuneration package.</li> <li>- All other conditions in accordance with overall Council pay policy.</li> </ul>	
<b>STRATEGIC DIRECTORS</b>			
<b>Band 2</b>	Fixed/Spot	<ul style="list-style-type: none"> <li>• People &amp; Communities [statutory roles for Children's &amp; Adult Services] (PC)</li> <li>• Place (P)</li> <li>• Resources (R)</li> <li>- A fixed salary within the range £115,000 to £130,000 pa taking account of current public sector market median data provided by the independent analysts and the Council's general starting salary policy</li> <li>- No variable element within the remuneration package.</li> <li>- All other conditions in accordance with overall Council pay policy.</li> </ul>	
<b>DIVISIONAL DIRECTORS/Heads of Service</b>			
BAND	MIN/MID/MAX POINTS	COMPOSITION	
<b>Band 4</b>	Minimum	£91,869	<ul style="list-style-type: none"> <li>• Safeguarding, Social Care and Family Services (PC)</li> <li>• Learning and Inclusion Service (PC)</li> <li>• Planning &amp; Transport Development (P)</li> <li>• Finance [S.151 Officer] (R)</li> <li>• Property &amp; Facilities [Chief Property Officer] (R)</li> <li>• Legal &amp; Democratic [Monitoring Officer]</li> </ul>
	Middle	£94,572	
	Maximum	£97,275	
<b>Band 5</b>	Minimum	£81,063	<ul style="list-style-type: none"> <li>• Non-Acute Health, Social Care &amp; Housing (PC)</li> <li>• Service Development (PC))</li> <li>• Skills and Employability (P)</li> <li>• Environmental Services (P)</li> <li>• Tourism, Leisure &amp; Culture (P) [Vacant]</li> <li>• Policy &amp; Partnership (R)</li> <li>• Improvement &amp; Performance (R)</li> <li>• Project Management (R)</li> </ul>
	Middle	£83,763	
	Maximum	£86,469	
<b>Band 6</b>	Minimum	£70,254	<ul style="list-style-type: none"> <li>• Customer Services Revenues &amp; Benefits (R)</li> <li>• Risk &amp; Assurance (R)</li> <li>• Transformation (R)</li> <li>• Human Resources(R)</li> </ul>
	Middle	£72,957	
	Maximum	£75,657	

**Notes:**

- Details at 31 March 2013
- Band 3 is not currently in use
- There has been no annual pay award to any of this staff group since April 2008, for other staff since 2009

Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
16 <sup>th</sup> January 2012	Medium Term Plan – Issues from November Panel	AP		Report		
	Service Action Plans	AP		Report		
	Cabinet Member Update			Verbal Update		
	Panel Workplan			Report		
<b>Budget Meeting</b>						
6 <sup>th</sup> February 2012	Budget Report	AP				
26 <sup>th</sup> March 2012	Cabinet Member Update			Verbal Update		
	Property Board Operation and Direction of Travel	AP	Tom McBain			
	Elections workshop feedback		Donna Vercoe/Lauren Rushen			
	Use of Consultants Working Group feedback		Lauren Rushen			
	Council Website		J.Mercer	Presentation		
	Panel Workplan					

**Resources Policy Development & Scrutiny Panel Workplan**

**last updated – 31st January 2013**

Page 48

Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
14 <sup>th</sup> May 2012	Carbon Reduction	AP				
	Retention of Business Rates	AP				
	Road Map (IT)	AP				
	Cabinet Member Update			Verbal Update		
	Panel Workplan					
16 <sup>th</sup> 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 <sup>th</sup> Sept 2012	Council Website – Update	AP	J. Mercer	Presentation		
	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		



**Resources Policy Development & Scrutiny Panel Workplan**

**last updated – 31st January 2013**

Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
12 <sup>th</sup> Nov 2012	Medium Term Service and Resource Plans	AP	AP/T.Richens			
	Keynsham Town Centre Regeneration - Update	AP	Tom McBain			Item deferred
	Cabinet Member Update			Verbal update		
	Panel Workplan					
11 <sup>th</sup> Feb 2013	Overview of Budget and Medium Term Service Plans	AP	AP/T.Richens			
	Cabinet Member Update					
	Panel Workplan					
18 <sup>th</sup> March 2013	Council Website Update	AP	J.Mercer			
	Member Training	VH				
	Carbon Management Update	AP	J Wildblood			
	Community Assets Report	AP	A Thomas			
20 <sup>th</sup> May (possible move to 10 <sup>th</sup> June - tbc)	Procurement	AP				

**Resources Policy Development & Scrutiny Panel Workplan**

**last updated – 31st January 2013**

Meeting Date	Agenda Item	Director	Report Author	Format of Item	Requested By	Notes
	City Deal	AP				Invite ECD members
15 <sup>th</sup> July 2013	Review of Delivery of Budget Savings and Income	AP				
	Business Rates – Collection and Management	AP				
16 <sup>th</sup> Sept 2013						
11 <sup>th</sup> Nov 2013						
	<b>Items to be scheduled:</b>					
	Corporate Complaints Policy and Procedures	AP	Graham Dove			
	Planning and Financing the Future – Regeneration	AP				MSN venue?
	Bookings and Events Policy					
	Keynsham Town Centre Regeneration Update	AP	Tom McBain			Deferred from 12/11/12