

Democratic Services

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Date: 31 January 2014

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

Councillor John Bull
Councillor Roger Symonds
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, 10th February, 2014

You are invited to attend a meeting of the **Resources Policy Development and Scrutiny Panel**, to be held on **Monday, 10th February, 2014** 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, 10th February, 2014

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 or a member of his staff before the meeting to expedite dealing with the item during the meeting.

5. TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

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

At the time of publication no notifications had been received.

7. MINUTES - 18TH NOVEMBER 2013 (Pages 7 - 14)

Draft minutes of the previous meeting, held on 18th November 2013, are attached for confirmation by the Panel. Minutes will then be signed by the Chairman.

8. COUNCIL BUDGET 2014/15 AND MEDIUM TERM PLANS (Pages 15 - 64)

The report 'Council Budget 2014/15 and Medium Term Plans' will be sent out early next week when it is released for the Cabinet papers.

Please find attached a cover report and attachment 2 (including a presentation given to the Early Years PDS Panel).

9. CABINET MEMBER UPDATE

The Cabinet Member will verbally update the panel on any relevant issues. Panel members may ask questions. There is no report attached.

10. PANEL WORKPLAN (Pages 65 - 68)

This report presents the latest workplan for the Panel (Appendix 1).

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, 18th November, 2013

Present:- Councillors John Bull (Chair), Colin Barrett, Paul Myers, Charles Gerrish, Nigel Roberts, Patrick Anketell-Jones and Paul Fox

40 WELCOME AND INTRODUCTIONS

The Chairman welcomed everyone to the meeting.

41 EMERGENCY EVACUATION PROCEDURE

The Chairman drew attention to the emergency evacuation procedure.

42 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Councillor Roger Symonds sent his apologies to the Panel, he was substituted by Councillor Paul Fox.

Councillor Barry Macrae sent his apologies to the Panel, he was substituted by Councillor Patrick Anketell-Jones.

43 DECLARATIONS OF INTEREST

There were none.

44 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

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

There were none.

46 MINUTES OF PREVIOUS MEETING - 30TH SEPTEMBER 2013

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

47 IMPACT ON CUSTOMERS OF ORGANISATIONAL DEVELOPMENT AND WORKPLACES PROGRAMMES

Ian Savigar, Divisional Director – Customer Services, gave a presentation to the Panel on ‘Impact on Customers of Organisational Development and Workplaces Programme’ (a copy of the presentation is on the minute book for the Panel and also on the Council website). The presentation covered the following:

- The ‘One Council’ approach
- Customer Service Vision
- Customer Service Principles
- Principles for how we work
- Customer Service Excellence
- ‘One Council’ Organisational Development Programme
- Customer Service Offer
- The Role of Customer Service

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

Councillor Gerrish stated that he agreed with the officer’s steer to the DWP (Department of Work and Pensions) that job seekers facilities should be reinstated in Keynsham and Midsomer Norton. He explained that this would greatly help many residents who have to travel into Bath at present. He asked that the Panel endorse the officers’ approach.

The Panel agreed to endorse the Divisional Director’s recommended approach to the DWP regarding reinstating job seekers facilities in Keynsham and Midsomer Norton.

Councillor Paul Myers stated that it was sometimes hard to get answers when speaking to officers on behalf of residents. He asked that job numbers be given through Council Connect. He stated that if the Council is committed to localism and being a listening Council then people should be given answers. Other Councillors reported that they do get job numbers when they contact Council Connect. The officer stated that a job number should be given with the new CRM system which will also mean issues can be tracked. David Trethewey, Divisional Director – Strategy and Performance, added that the new system is addressing these points and offered to meet with Councillor Myers.

Councillor Barrett asked that the elderly and vulnerable people be accommodated within the new system. The officer stated that this has been considered and One Stop Shops and Community Hubs would help to address this. He stated there was also a visiting officer service.

The Chair stated that the Panel feel general confident about the way things are moving on this. Councillor Barrett asked for an update in 6 months.

48 PERFORMANCE MANAGEMENT

Steve Harman, Strategic Performance Manager, gave a presentation to the Panel on ‘Performance Management’ (a copy of the presentation is on the minute book for the Panel and also on the Council website). The presentation covered the following:

- The Old World - Pre 2010
- New World – Post 2010
- Revised Local Performance Framework
- Some examples of current practice
- 'One Council' – What is it?
- One Performance Conversation
- Request for Members

The officer ended the presentation by asking Members of the Panel what performance information they need going forward and how they want to be involved.

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

Councillor Paul Fox asked that Quarterly Financial Reviews be included with this information in the future. He further asked if there was an example of something that has changed as a result of the new processes. Andrew Pate, Strategic Director – Resources, gave some examples. He explained that information around Council Tax and Business Rates collection had been looked at as well as the Social Fund. He stated that findings had been reassuring. He explained that other things had been looked at and feedback was less reassuring such as the speed of phone answering in Council Connect. He further explained that Ian Savigar, Divisional Director – Customer Services, has plans in place to address this issue but that there is a clear indication that resources are stretched in this area. It was acknowledged that performance is much higher than many organisations and quality of response is equally if not more important than speed. He concluded that performance management information does influence decisions regarding services.

Councillor Barrett asked how local priorities are set and how often they are reviewed. The officer explained that the Cabinet decide on the strategic objectives and they are reviewed twice a year. Councillor Bull asked if it would be possible to cluster performance indicators so it is clear how they relate to the strategic objectives. The officer agreed that he could do this for the Panel.

Councillor Nigel Roberts stated that most key indicators and benchmarking information focused on past information. He also stated that benchmarking partners should be considered outside of local authorities where relevant. The Strategic Performance Manager agreed and explained that officers are asked to make a year-end forecast so that there is an early warning if there is a worrying trend. Regarding benchmarking, he explained that benchmarking had been done with the private sector for example - telephone operating.

Councillor Roberts asked about the services that are not measured. He also asked about the officer's year end forecasts and what was done to balance over optimism/pessimism. The officer explained that as many service areas as possible are covered in the process, he explained that this is his key role. David Trethewey, Divisional Director – Strategy and Performance, stated that officers are always encouraged to be realistic in their projections.

Councillor Gerrish stated that there was sometimes too much focus on how quickly phone calls are answered and he would prefer that the focus was on the outcome. He referred back to the officer's introduction where he asked what information the Panel need in the future, he asked that members are trained on how to access performance information themselves. He also asked to be given information on the adverse effect of unforeseen events. He further added that he would value getting presentations from various teams annually as this would be an effective way of involving members beyond the Cabinet. Councillors Gerrish and Bull agreed that this would be useful for scrutiny panels.

David Bellotti, Cabinet Member for Community Resources, stated that the performance management information is vital to the Cabinet and that it influences future decisions. He accepted the suggestion above regarding presentations being extended to scrutiny.

Councillor Bull asked that future reports keep the Panel updated on this.

49 PROCUREMENT

Tim Richens, Divisional Director – Business Support, gave a presentation to the Panel on 'Procurement' (a copy of the presentation is on the minute book for the Panel and also on the Council website). The presentation covered the following:

- Legal Context – The Old
- The Changing Landscape
- Legal Context – The New
- Revised EU Directives
- Case Law
- Procurement Strategy 2013-17
- What does the Council spend its budgets on?
- What proportion of Council business is awarded to local suppliers?
- 'Think Local' – New Procurement Strategy
- What Outcomes will this deliver?
- Supporting the Changes – External.
- Supporting the Changes – Internal
- Social Value Policy and Toolkit
- Next Steps

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

Councillor Paul Fox commented that care contracts impact the figures significantly. He asked what counts as 'local'? Richards Howroyd, Acting Procurement Manager, explained that there is a strict definition of 'local' based on the post code of the trading address of where the service is delivered/invoices sent from.

Councillor Bull asked if there was any weighting given to local businesses. The officer explained that preferential treatment could not be given to anyone but in the social value toolkit, if a company can deliver local apprenticeships for example, that can be taken into account along with issues such as carbon footprint.

There was a discussion around Member Champions. Councillor Barrett was advised to speak to his group regarding a procurement champion.

Councillor Anketell-Jones asked how cost effective the 'think local' policy is. Tim Richens, Divisional Director Business Support, explained that no extra resources had been given to the team and that if costs rise, he would look again at it.

Councillor Myers stated that some large contracts exclude small businesses. The officer stated that there was a move away from some big framework contracts and stated that how lots are broken up is significant. Councillor Myers stated that he applauded the move to less paperwork as this could exclude some small businesses. The officer added that the pre-qualification questionnaire and self-certification would also help.

In response to a question from Councillor Paul Fox, the officer explained that the possibility of sharing services locally is being considered but there are no firm proposals.

Councillor Bull reminded Panel members that the procurement code is available on the Council website.

50 UPDATE ON BUDGET SAVINGS AND INCOME DELIVERY

Tim Richens, Divisional Director – Business Support, gave a presentation to the Panel on 'Budget Savings and Income Delivery Update' (a copy of the presentation is on the minute book for the Panel and also on the Council website). The presentation covered the following:

- Background
- Delivery and Monitoring
- Savings and Income Update (1-4)
- Years 2 and 3 Items

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

Councillor Gerrish asked about the potential implications of a faster rise in interest rates than expected. The officer explained that all treasury advisors are projecting flat interest rates for the next three years.

Councillor Gerrish asked why members travel expenses had not been adjusted. The Strategic Director stated that this would be harmonised.

51 MEDIUM TERM PLANS AND 2014/15 BUDGET UPDATE REPORT

Andrew Pate, Strategic Director – Resources, introduced the report. He explained that two extra appendices 'Resources Department Structure Chart' and 'Resources Department Objectives' had been tabled at the meeting (this information is available as part of the agenda pack on the website).

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

Councillor Barrett asked about the targets set for the Roman Baths. He asked why, if the increase in visitors this year is seen as exceptional, the targets are being pushed year on year. The Director stated that the targets are in line with what is happening and it will become clear if the trend continues. Councillor Gerrish stated that quality as well as quantity should be valued. The Cabinet Member stated that the Head of Heritage Services believes that one million visitors is the maximum that could safely visit the Roman Baths. He stated that the Council, through the Capital Programme, invest in the venue every year to make sure it is always a new experience. The Panel congratulated Stephen Bird – Head of Heritage Services - and the staff at the Roman Baths on their success.

Councillor Gerrish asked why a Tourism Levy would be voluntary. The Divisional Director for Business Support explained that the Council has no statutory power to enforce this.

Councillor Gerrish asked about the Legal and Democratic Services saving, the Strategic Director explained that there is a significant legal spend that is outside the department. Councillor Gerrish asked that money should not be counted twice. Officers noted this point.

Councillor Anketell-Jones asked about the 20% reduction in staffing in the Property Department. The Strategic Director explained that the savings had already been substantially achieved through restructuring. He stated that it would be monitored.

Councillor Paul Fox asked if there could be a revenue savings column in Appendix 3 for future years. He also asked if officers had any plans beyond 2015/16 and if so, what was it? The officer explained that some capital schemes go on to 2017/18. He also explained that officers anticipated challenges for the revenue budget beyond 2015/16 and that SMT (Senior Management Team) are talking about how to deal with these challenges.

Councillor Anketell-Jones asked about LEP, he asked how the accounts are scrutinized. The Strategic Director explained that has a small core activity that is likely to become a company that would be subject to external audit. He further explained that expenditure through the West of England would be scrutinized by this authority's auditors and any capital projects would go through the relevant local authority budget process. Councillor Gerrish commented that there was no scrutiny by elected members of the core structure function in the West of England. Councillor Fox added that he felt that decision making is separated from accountability.

The Panel supported more scrutiny of the LEP decisions and finance.

52 CABINET MEMBER UPDATE

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

- There is progress on Community Asset Transfer on the following:

Bath Scouting Association
Whisty Community Association
Somerset and Dorset Trackbed Trust
Percy Community Association
Midsommer Norton Town Council/Town Trust

The Cabinet Member stated that he was happy to take suggestions on any other potential Asset Transfer.

- Regarding Keynsham redevelopment, he reported that the project remains on budget and on time and the marketing information for shops would soon be released.
- Four budget fairs have been held and gone well.

53 PANEL WORKPLAN

With the following additions and amendments, the Panel noted the workplan:

- The Panel noted that the LEP falls in the remit of the Economic and Community Development Panel.
- Councillor Barrett asked for some feedback on the Use of Consultants study.

The meeting ended at 8.30 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

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Bath & North East Somerset Council	
MEETING:	Resources Policy Development & Scrutiny
MEETING DATE:	10 February 2014
TITLE:	Council Budget 2014/15 & Medium Term Plans
WARD:	ALL
AN OPEN PUBLIC ITEM	
List of attachments to this report:	
<ol style="list-style-type: none"> 1. Council Budget Report – a copy of the draft budget report together with all associated appendices for the Cabinet meeting on the 12th February will be sent separately as soon as it is available for publication (which is expected to be Tuesday 4th February). 2. Summary of PDS Comments on medium term plans – summary based on the minutes from each of the PDS meetings in November attached (including a presentation to the Early Years Panel). 	

1 THE ISSUE

- 1.1 The panel is invited to comment on the draft budget report that will be submitted to Cabinet on the 12th 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.
- 1.3 Summaries of the autumn Budget Fair discussions have previously been circulated, and are available. These helped inform subsequent PDS discussions in November.

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.
- 3.2 Early identification of any potential and changes or issues enables the Cabinet to consider at its 12th February meeting, in advance of the 18th February Full Council

meeting, and to obtain Monitoring Officer and S151 Officer advice. This PDS meeting is an ideal opportunity to highlight any such issues. This will help avoid delays, the possibility of the need for a second Council meeting to agree the budget, and expensive delays to the Council Tax billing process.

4 THE REPORT

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

4.2 This is the second year in what is effectively a 3-year budget, so the emphasis is on a few necessary variations to reflect recent Government announcements and updates to plans. Generally the 3-year budget is on track as explained in the report.

4.3 A presentation that went to the February Early Years PDS is also attached for information as it contains key information about a savings target that has attracted significant political discussion.

4.4 Other issues not answered within the minutes summary are:

- Resources – request for further consideration of LEP decisions and finance. The budget report refers and there are no new commitments arising from LEP decisions and discussions. City Deal has previously been presented to the panel, but a further report to the panel can be scheduled about this and the additional funding it provides, together with explanations about governance as required. LEP decisions cannot commit individual local authority resources, and projects have to be underwritten by the sponsoring local authority.
- Housing & Major Projects – no new issues. Report noted.
- Planning & Transport – no new issues. Report noted.
- Wellbeing PDS - some concern about cuts to budgets affecting services in the purview of this panel and those affecting the vulnerable. The minutes explain how resources are targeted to avoid impacts on the most vulnerable and the draft budget report refers to a Better Care plan to be completed by the end of March and considered by the Health & Wellbeing Board. Some additional Government funding is expected to become available as a result of this initiative by integrating some health and social care budgets (at a national and local level) in future years.
- Early years – some concern about a range of small budget cuts and the impacts were explained. Main concern is the provision for Early Years and Children’s centres. The attached presentation explains the proposed plans. An additional annual £500K has been added back by the Cabinet (in the draft budget report) to reduce the level of savings required. It should be noted most of the savings don’t commence until 2015/16 albeit new arrangements need to be implemented in advance.
- Economic Development – no new issues. Report noted.

- **RISK MANAGEMENT**

- 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.

- **EQUALITIES**

- Equalities issues have already been addressed through the medium term planning process.

- **CONSULTATION**

- PDS panels were consulted on the medium term plans. Budget fairs were run with the main stakeholders.

- **ISSUES TO CONSIDER IN REACHING THE DECISION**

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

- **ADVICE SOUGHT**

- 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.

Contact person	<i>Andrew Pate – Strategic Director – Resources – tel 01225 477300</i>
Background papers	<i>Medium Term Plans as considered by PDS panels in November and published on the democratic services part of the web site</i>
Please contact the report author if you need to access this report in an alternative format	

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**Minutes of Policy Development and Scutiny Panels discussion of
Medium Term Plans and 2014/15 Budget Update Report**

RESOURCES PDS PANEL – 18TH NOVEMBER 2013

Andrew Pate, Strategic Director – Resources, introduced the report. He explained that two extra appendices ‘Resources Department Structure Chart’ and ‘Resources Department Objectives’ had been tabled at the meeting (this information is available as part of the agenda pack on the website).

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

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Councillor Anketell-Jones asked about LEP, he asked how the accounts are scrutinized. The Strategic Director explained that it has a small core activity that is likely to become a company that would be subject to external audit. He further explained that expenditure through the West of England would be scrutinized by this authority's auditors and any capital projects would go through the relevant local authority budget process. Councillor Gerrish commented that there was no scrutiny by elected members of the core structure function in the West of England. Councillor Fox added that he felt that decision making is separate from accountability.

The Panel supported more scrutiny of the LEP decisions and finance.

HOUSING AND MAJOR PROJECTS PDS – 19TH NOVEMBER 2013

The Head of Housing introduced this report to the Panel. He reminded the Panel that they were only allowed to debate the elements of the plan that related to Housing.

He highlighted some of the efficiency savings and service reductions for them.

£25k saving from ceasing the voluntary Accreditation Scheme for private rented accommodation.

£26k saving from a reduction in staffing capacity in Housing Services.

The Accreditation Scheme provides landlords & tenants with reassurance that a property meets minimum standards. Proposed additional HMO licensing areas cover a significant proportion of the accreditation properties. – as a result, the voluntary scheme will be stopped. Reduction in staffing capacity is likely to result in increased waiting times for some housing services.

£39k worth of savings identified from the customer services work stream which looks at redesigning the customer pathway, making better use of IT systems and implementing streamlined processes (including family information). These savings were predicated on a number of assumptions around the corporate provision of IT systems and other services. So far the delivery of these systems has fallen short of expectations. As such the required saving is unlikely to be made through “efficiency” measures. Plans for delivery of an equivalent saving, through service reductions, are being worked on.

The Panel **RESOLVED** to note the report.

PLANNING, TRANSPORT AND ENVIRONMENT PDS – 20TH NOVEMBER 2013

The Strategic Director for Place introduced this item to the Panel. She wished to highlight certain points from within Appendix 1.

Place Directorate – Key policy context changes:

- To progress the Core Strategy through the further stages of the Examination in Public to Adoption so that the National Planning Policy Framework no longer takes precedence over the Council's own policies.
- Developing the Enterprise Area Master Plan which will focus where future mixed use development opportunities exist that takes into account the Core Strategy requirements and where future expenditure will be targeted, linking in the West of England (WoE) City Deal and other funding opportunities, whilst also ensuring the effective and efficient disposal of land and property.
- Developing the Bath and Keynsham Transport Strategies to support the significant growth in homes and employment that is being promoted through the Core Strategy and further developed in its Placemaking Plan.
- Ensuring the Place Directorate is compliant with the new Council Procurement strategy with a "Think Local" theme.
- Developing the Leisure Strategy to provide direction for the procurement of a leisure provider during 2014, thus ensuring they meet our local needs and priorities.
- Developing an Economic Strategy that will also encompass tourism, arts and cultural activities including key events, as these functions also have a major impact on the local economy.
- Further reducing waste sent to landfill sites by recycling and recovering residual waste.
- Seeking further opportunities to share services including the procurement of shared contracts with other local authorities.

Councillor Lisa Brett commented that she welcomed the approach to integrate strategies. She asked if the Council could afford the new capital projects.

The Strategic Director for Place replied that funding for a lot of them was provided through external grants, with the Enterprise Area being just one example.

Councillor Les Kew commented that he believed the investment made in Heritage Services was key to its recent success.

The Strategic Director for Place replied that the intention was to continue to grow the heritage attraction of the City.

Councillor Charles Gerrish asked for further information on the £1.2m allocated to the Midsomer Norton Business Centre in 2015 / 16.

The Strategic Director for Place replied that income associated with the Business Centre would pay for that figure.

Councillor Charles Gerrish asked why Rossiter Road was absent from the Plan and is the current budget associated with the scheme sufficient.

The Strategic Director for Place replied that the budget is in this year's allocation and the scheme was being prepared in the knowledge of the funds available. The tender process would confirm the final cost.

Councillor David Martin asked how the Council would be achieving its corporate objectives in terms of sustainability.

The Strategic Director for Place replied that it is a key component and for example we are investigating the use of District Heating and potential grant opportunities through the Department of Energy & Climate Change (DECC).

Councillor David Martin commented that the European Union was about to launch a project named Horizon 2020 and suggested that the Council looks at how it can become involved in it.

The Strategic Director for Place thanked him for the information and said involvement in the project would need to be assessed around the priorities of the Council.

The Chair thanked her for the update on behalf of the Panel.

WELLBEING PDS – 22ND NOVEMBER 2013

The Chairman invited Jane Shayler to introduce the report.

Jane Shayler took the Panel through the report by outlining that the first part of the report is the same to all Medium Term Plans presented to PDS Panels. The whole Council is required to make additional savings of £4m in 2014/15 in order to balance the books.

Appendix 1 of the report sets out the additional Adult Social Care and Housing savings details for 2014/15. Page 51 of the report shows the additional savings of £500k and £280k. Jane Shayler gave, as per the report, an update on the additional savings.

The Panel made the following points:

The Chairman pointed to page 44, and the bullet point about Integration Transformation Fund (ITF) and asked if £9.8m is all that this Council will get from the government.

Jane Shayler responded that those figures were not confirmed yet. The ITF detailed guidance, by the Department of Health, is expected to be available mid- December this year. The finance officers have made some reasonable assumptions on the amount that is likely to be allocated to this area. That is based on the experience of how the national allocation usually converts to local allocation for B&NES. It is an informed estimate though the Council and Clinical Commissioning Group cannot be absolutely certain until the the funding allocations and detailed guidance are issued. Jane Shayler reminded the Panel that the ITF does not come into effect until 2015/16. The challenge is that every area has to agree plans for the investment of that fund by the end of this financial year. There is a process to navigate those plans through – the plans do need to be signed by the Clinical Commissioning Group, the Council, NHS England area team and the Health and Wellbeing Board.

Jane Shayler said that the figure of £9.8m is the best estimate of how much will be available locally as is the maximum of £1.2m which represents new money into the local health and social care system.

The Council is already receiving funding in support of demand pressures in the health and social care system, which is usually referred to as “Section 256” money. The Section 256 money is already invested in services, such as re-ablement services, 7-day social work services, and some therapy services in the hospital and similar.

Jane Shayler informed the Panel that one of the significant differences in the ITF is that it will go into a pooled budget is likely to be administered by the local authority.

The Chairman read out Risk & Opportunities section on page 45 and said that the section should be more focused on B&NES than London though it is a measure on what might happen in this Council.

Jane Shayler reminded the Panel that an update on the Care and Support Bill is scheduled for January 2014 meeting of the Panel. On national level, most local authorities are saying that although they welcome the changes in the Bill/Act it does also represent an additional financial burden for local authorities. There will be pressures on the local authority and any other organisations that work on behalf of the local authority to deliver adult social care. The most significant provider of adult social care services in this area is Sirona, who are likely to undertake higher number of assessments of carers’ needs.

The Chairman said that the Panel's task is to scrutinise the Medium Term Plan but there are limitations because if the Panel wants to amend anything then it has to be compensated from somewhere else.

The Chairman commented that information provided on pages 49-53 is denial of services and loss of frontline services.

Councillor Organ commented that a lot of good work had been done by officers to identify savings and it should not be understood as a guess work.

The Chairman acknowledged the good work done by officers but he was not comfortable with the proposed reduction of services for the most vulnerable people.

The Chairman said that the Panel made a resolution last year that the current administration should offer more support to Adult Social Care and Housing Services.

Councillor Clarke agreed with the Chairman's comments and said that the Panel should continue to support the same position they had last year. Councillor Clarke said that the Panel should recognise that it is very difficult to alter the current plan but Adult Social Care and Housing need to be handled in different way. The Panel should make it clear that they do not think that one size fits all type approach is satisfactory.

It was **RESOLVED** the Panel were uncomfortable with officers being obliged to implement the cuts that have an adverse effect on the most vulnerable.

The Panel also **AGREED** to send the message to the Cabinet, in particular to Cabinet Member for Resources, to identify funding elsewhere in the Council to support Adult Social Care and Housing.

EARLY YEARS, CHILDREN AND YOUTH PDS – 25TH NOVEMBER 2013

The Deputy Director for Children and Young People – Strategy and Commissioning introduced this item to the Panel. He wished to highlight some of the bullet points from within Appendix 1.

- Changes to the role of the Local Authority in Education – with a number of schools becoming more autonomous academies, the development of Teaching Schools and a Studio School, changes to school funding regimes and some responsibilities shifting from the Authority to schools. However, the demands placed upon the Children's Service in its Education role remain significant including increasing pressure from Ofsted that the Local Authority challenges Academies in relation to pupil progression and achievement, attendance and exclusion;

- Changes in Ofsted and other relevant inspection regimes, it is acknowledged that the new inspection framework which came into operation on 1 November has “raised the bar” in relation to Local Authority performance and it is clear that the Government intends to use this framework to drive up standards and performance whilst financial resources are constrained.

Structural Changes

- Key efficiency savings including achievement of £200K management savings;
- Development of in internal commissioner/provider discipline, enabling more integrated approaches to commissioning services across children’s, adults’, public health and health services through our Joint Working Framework;
- Exploring opportunities for shared service approaches to school improvement with North Somerset

Risks & Opportunities

- The DFE are intending to introduce a National Funding Formula (NFF) which will alter the funding allocations of all schools on a national basis. The results of the new funding formula may provide additional or reduced resources to schools and academies in Bath and North East Somerset. The introduction of the NFF will be consulted on by the DFE in January 2014 and early indications suggest that the results of any funding changes may be positive for schools in Bath and North East Somerset. However, it is likely that whilst there may be an overall gain from redistribution towards Bath and North East Somerset as a whole there may be individual schools that see a reduction.

The Chair invited Councillor Vic Pritchard to address the Panel. He said that following the discussion held at the Wellbeing Panel he was of the opinion efficiency savings had almost been exhausted and that cuts to services were now more apparent. He added that this was a criticism of the administration and not the officers and asked the Cabinet Member for Resources to re-configure the budget to aid the vulnerable and the young.

The Chair asked for members of the Panel to highlight any concerns they had to the Cabinet Member.

Councillor Liz Hardman commented that she was concerned by the removal of £65,000 from the School Improvement and Achievement Services.

She also stated she was concerned by the following lines in the Plan:

- Removal of £30,000 from the Children Missing Education Service as this would lead to little preventative work on behalf of schools.

- Removal of £60,000 from the Schools Capital and Reorganisation Team.
- Removal of £175,000 as part of a reduction in commissioned services.
- Withdrawal of £2.335m associated with the whole service re-organisation of Children's Centre and Early Years Services.
- Removal of £50,000 from the Music Service
- Removal of £65,000 from Safeguarding, Social Care and Family Support Services
- Removal of £62,000 from Family Support

The Chair thanked Councillor Hardman for her comments and asked that they be passed to the Cabinet Member for Early Years, Children & Youth and the Resources Panel.

ECONOMIC AND COMMUNITY DEVELOPMENT PDS – 28TH NOVEMBER 2013

The Chairman invited Louise Fradd (Strategic Director for Place) to introduce the report.

Louise Fradd introduced the report by saying that this is the second year of a three year plan. Page 32 of the agenda had some of the key issues addressed in the directorate.

Members of the Panel confirmed that they had all received an updated version of page 35 of the report (as amended and published on the Council's website).

The Panel asked about the latest on the Victoria Art gallery.

Louise Fradd responded that the Council is constantly reviewing this matter, though at the moment, the gallery was not doing that badly and hopefully it will continue to do well.

Louise Fradd also informed the Panel that the Divisional Directors interviews will happen before this Christmas.

The Panel asked about linkage between planning, building control, highways and environmental services together with the economic development drivers and the ability for the Council to create money.

Louise Fradd responded that she will be holding a workshop with the managers from her directorate, and one of the key aspects of that workshop

will be what are the income drivers and what is it that the directorate needs to do to fit in the new environment (Enterprise Area, City Deal, West of England, etc.). The aim of the workshop will be to make everyone think about their budgets and how to work together. Louise Fradd also pointed out that services are working with each other from other directorates.

Some Members of the Panel asked Louise Fradd if she would commit not to close the Victoria Art gallery.

Louise Fradd responded she could not answer that comment though she will do everything to deliver the targets.

Councillor Stevens added that the Council is working quite close with the gallery to ensure that their footfall is maintained and that the Council will continue to work with the gallery to make sure that they are looked after.

The Panel asked Louise Fradd how confident she was that there could be further efficiency savings.

Louise Fradd replied that her priority is to meet statutory requirements in service provision. It is also all about officers thinking around wider picture, thinking more imaginatively on what the Council does and whether it can be done in other, more visionary ways. For example, the Council is now charging pre-planning application and that works quite well.

The Chairman summed up the debate by saying that the whole issue is about generating money ourselves if we don't have as much money to spend, and looking at ways we can bring in other sources of funding.

Discussions last year were if the cuts from last year were sustainable and whether or not entrance charging, for example in Victoria Art gallery, would generate income and increase footfall. Last year's discussions also looked at the possibility of some capital investment to increase the amount of income that is generated through the shop, such as a coffee shop, at the gallery.

The Chairman also pointed out that there is external funding that is not accessible by Local Authorities and what reference was made to 3rd/voluntary sector working in partnership with Local Authorities.

Louise Fradd reminded the Panel that this is just an update on where the directorate are with the budget this year. Louise Fradd also said that the next year, and specifically the year after that, will be very difficult years.

The Chairman closed the debate by saying that the recommendations 2.2 and 2.3 of the report could not be supported by the Panel. Those issues will be discussed at the Full Council meeting in February 2014 (Budget meeting).

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

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Early Years and Children's Centre Services for Children aged 0-11

Briefing on emerging models and proposals

Early Years, Youth & Children Policy & Development Overview & Scrutiny Panel 27th January 2014

Overview of services in the budget for Children aged 0-11

- Children's Centres (0-4)
- Early Years Foundation Stage Service (0-4)
- Community Play and Specialist Family Support Services (5-13)
- Parent Support Advisors (5-11)
- Commissioned health related services (0-4)

Overview of presentation

Each service area

- Current model
- Emerging model and proposals - with a £1.8 reduction in the budget
- Impact

The impact of £2.3 reduction - additional £500K

Children's Centres

Current and emerging model

Current model

- 11 Children's Centres dispersed across B&NES, 9 provided by the council, 2 by a voluntary sector provider
- Currently managed as 4 groups:
 - Bath East
 - Bath West
 - Keynsham and Chew Valley
 - Somer Valley
- Models vary but each centre has a co-ordinator (either PT or FT) to manage the building, the staff and coordinate the services.

Who uses the current services

- Families with children aged 0-4 who have additional needs. These families are targeted by the services, either because of where they live in the community, or because of a particular need of a child or parent, or both. For instance
 - Mums with post natal depression
 - Children with disabilities
- Some families without additional needs can access the more open (universal) groups such as Stay and Play, Bumps and Babes .

Services currently provided – (models vary)

Outreach service

- 1-1 home visits (213 families and children being supported*)
- Case work and TAC/ TAF meetings
- Targeted groups run in the Children's Centres and other community venues (33 targeted groups *)
- Groups which are more open access.
- Frequency of groups vary

* Snap shot w/e 17th Jan 20134

Services currently provided

Volunteer programme

- Supports and trains volunteers to help run groups, provide peer support. Currently 72 volunteers are actively supported

Link Social Workers

- Provide case work support for complex cases

Early Years Teachers

- Support development of children to be school ready

Access

All families and children access the current outreach service by referral because they have additional needs.

Main referral sources:

- 61% (466) referred by Health Visitors (74% in Bath West, 76% in K&CV)
- 11% (87) from Social Care
- 8% (62) from Midwifery
- 8% (62) other universal groups
- 12% other

Whilst Children's Centres are open weekdays 9-5, the majority of families come into the Centres because they are attending group.

Services provided in Children's Centres by other partners

Examples include:

- Job Centre Plus– monthly surgery in each of the 4 areas by appointment.
- Breastfeeding peer support group
- CAB- monthly surgery in each of the 4 areas by appointment
- Cook it and Henry courses run periodically
- Health Visitor Clinics
- Some groups run by partners are supported by the Children Centre staff

Emerging model for Children's Centres

Remodel 4 groups into 2 new groups by centralising and consolidating management support and back office functions, but retain 11 Children's Centres and other venues for delivery.

Group the Children's Centres according to geographical location so the new groups will look as follows:

- Bath – 5 centres
- North East Somerset – 6 centres

Commission the management and running of the Children Centre buildings separately to the services.

Emerging model for Children Centre services

- In consolidating management and back office functions, a 'service centre' for each group will be housed in one of the Children's Centres. It's proposed that these are:
 - Bath – Parkside
 - North East Somerset - Radstock
- Plus two subsidiary 'service centres' at Keynsham and Twerton
- Bases for most Children Centre staff
- Health visitors and other partners can remain in these and other Children's Centres
- The consolidation will not adversely affect the delivery of the service from 11 Children's Centres and other venues

Emerging model – Children’s Centre services

Outreach Service

An outreach service which is fully targeted, only supporting families and children with additional needs. It will provide:

- Home visits to support children and parents. 220 families/children will be supported at any one time .
- Groups for children and parents. Capacity to support 44 groups in the Children’s Centres and other community venues each week, with up to 22 groups supported by 2 outreach staff and others led by an outreach worker but supported by a volunteer/ other staff
- All groups will continue to be provided in the Children’s Centres and other community venues such as Temple Cloud and Fox Hill as they do now

Emerging model – Children’s Centre services

- A volunteer / peer support programme in each of the two groups to build on the current arrangements.
- A linked social worker for each group, commissioned from Children’s Social Care to support work with complex cases.
- An Early Years teacher in each group to support effective learning and development of children.

Opening hours

- The two service centres, Parkside and Radstock and the two subsidiaries at Twerton & Keynsham will open full time.
- Opening times of the other Children's Centres will be matched to the times when the groups and activities are running.
- Groups delivered by other partners and organisations will still be able to use the buildings as they do now.
- The additional cost of keeping the other 7 Children's Centres open 9-5 weekdays would be £294,000

Key Changes

Not all children's centre buildings will be open full time

Consolidation of back office/management support

Universal services will not be commissioned for those children and families with no additional needs

Buildings and facilities management will be commissioned separately to the two Children's Centre Groups

Impact of new model

	Current Level	Proposed Level	Impact/change/risks
Number of families/children receiving home visits	213	220	No change
Number of targeted groups run	33	Max 44	No change
Provision of universal groups	Varies	Varies	Will not be a commissioning requirement, but may be delivered voluntarily.
No of children Centres	11	11	No change
Communities covered			No change

Comparisons with other local authorities

Many local authorities have already , or are proposing to remodel their services and reduced their costs as follows:

- Portsmouth £1 million reduction for Children Centres
- Kent is proposing to close 28 out of 97 centres
- Warwickshire proposed £2.3 million cut to Children's Centres
- Sheffield proposing to reorganise 36 early years centres into 17 Children's Centre 'areas' in order to save £3.5 million
- Possible changes to Swindon's 14 Children's Centres and cuts of £390,000 from the budget
- South Gloucestershire have already re-structured into Hub and Spoke models and reduced their Children Centre budget.

Early Years Foundation Stage Service Current, emerging model and proposals

Over view of the current service

Quality improvement and moderation

The Early Years Foundation Support Service has a statutory role to:

- ensure the council secures sufficient quality pre school places for eligible 2,3 and 4 year olds
- maintain and improve the quality of pre school provision
- reduce inequalities and narrow the gap for children by the end of the Reception Year
- Moderate the Early Years Foundation Stage profile

Inclusion support for children with additional needs

- Ensure children with additional needs and disabilities have access to quality pre school settings

Current model - Quality Improvement and Moderation

- Delivered by a team of Early Year Advisory teachers & Childminding Co-ordinators
- Currently the service supports 348 different settings (with 900 staff)

Setting type	No
Day nurseries (private, voluntary & independent school nurseries)	84
Day Nurseries in Children's Centres	5
Schools	58
Registered Childminders	172
Out of school Childcare	29

- 745 visits to these settings were carried out Sept – Oct . An average of 14 a week
- 181 training sessions delivered – average of 3 a week
- 376 child assessments moderated against EYFS profile last year

Current Model - Inclusion Support for children with additional needs and disabilities

Delivered by a team of teachers to:

- Provide help and train early years settings to:
 - identify children with additional needs
 - put in place plans, Early Years Action and Action plus targets to support children to do well in setting
 - prepare paperwork for statutory assessments of special educational need.
- Fund and commission a specialist pre school, theraplay service and also packages of support for children with additional needs to access mainstream pre schools.
- 302 children supported Sept 12 – Oct 13

Emerging models

Quality Improvement and Moderation

- Business model being developed to charge for non statutory support and training to generate income to cover costs. Level of service will reduce and visits will be targeted to settings/childminders where:
 - settings /childminders need to improve i.e. poor 'Ofsted' rating;
 - there are high number of funded 2 year olds
 - There are concerns about practice and welfare standards
- Moderation is a statutory function and will be retained at the current level

Inclusion Support for children with additional needs

- The service will remain resourced as it is to retain current levels of support and support the delivery of SEND

Community Play and Specialist Family Support

Current services and proposals

Community Play Services – Current model

Two Community Play services are currently commissioned from 2 voluntary sector organisations to work with children aged 5-13. One covers Bath and the other NE Somerset. Each delivers:

- After school Community Play Sessions all year (x 2 a week in each area)
- Community Playdays. (summer holidays)
- Family Play Inclusion work – 1-1 play support for children referred with additional needs (supporting 15 children at any one time in each area).
- Playful families – group play sessions for families with high needs (weekly in each area)
- Community development – supporting local volunteers to develop play provision

Specialist Family Support Service – current model

Currently commissioned from a voluntary sector organisation to provide:

- Support to families with complex needs, in particular families experiencing domestic violence, substance misuse and mental health problems
- Intensive outreach and home support packages
- Therapeutic and counselling services
- A ‘community parents’ scheme which is led by trained volunteers to offer practical support to other families
- Support to 280 adults and families

Proposals for the Community Play contracts

Both Community Play Contracts will reduce by £25K each from April 2014 and both are currently remodelling their services to develop a more targeted approach. The key changes are :

- The number of after school Community Play sessions will reduce to and be targeted to more vulnerable children.
- The number of Community Play days will reduce from approx 20 a year to 9
- Community development of local volunteers to develop play provision will reduce from 20 to 3 hours a week.
- The play inclusion work on a 1-1 and in groups with referred children will remain at the same level

The two Community Play Contracts expire during 2015. The proposal is to tender for one contract for Community Play to cover all of B&NES.

Proposals for the Specialist Family Support

- The family support contract expires during 2015 and the proposal is to tender for a new service at a reduced contract value of £200K, a reduction of £100K
- A review will be undertaken as part of this process to ensure effective alignment with the Connecting Families team as well as the other Children's Centre and Early Years services

Parent Support Advisors Current and emerging model

Parent Support Advisor Service – current model

Delivered by a team of parent advisors to support parents, children 5-11 and schools to achieve best outcomes for a child having difficulties at school.

They provide a targeted service to parents to help them develop confidence to engage well with their child's school and to improve the child's learning.

Delivered through parenting programmes and 1-1 support

Referrals over last year from schools (114) and parents (56)

Proposals for Parent Support Advisers

- A business model is being developed by the service to charge schools and Behaviour and Attendance panels in order to cover costs.
- There is a risk that the service may reduce if sufficient income cannot be generated.

Health related services for families with children 0-4 Proposals

Health related services for families with children 0-4

The Early Year Service currently commissions Sirona to deliver:

- a Speech and Language service to support the early identification of needs in all pre school settings
- a targeted breast feeding support service.

The Early Years Service also makes a contribution to wider PriCAMH's contract.

It is proposed to reduce these budgets and reshape these services through the commissioning process as and when the contracts expire.

Impact of the £2.3 m reduction (£500k)

If we had to make a £2.3m reduction we would lose:

- 4 FTE outreach workers in the Children's Centre Service, which would mean 40 less families/children supported.
- Two teachers in the Children's Centre Groups
- The subsidy of Children's Centre nurseries to retain enhanced staffing to support children with additional needs.
- The current level of support the Early Years Foundation Stage team provides to children in pre school settings with the greatest needs, and our ability to effectively respond to the SEND reforms.

Next Steps

Cabinet 12th February

Council Budget 18th February

Consultation March/April 2014

Glossary of Terms

Targeted	<ul style="list-style-type: none"> • Groups run according to child/parental need (i.e. isolated dads or teenage parents) • By Area – i.e. Fox Hill/Twerton/isolated rural area of poverty • By individual (by referral, usually for outreach service)
Universal	Open to all parents/carers with children under 5
Volunteer/Volunerring	<ul style="list-style-type: none"> • Professionals wanting to offer their experience and knowledge back to society • Parents with vulnerabilities themselves who want to give something back to the Children’s Centre they have received support from • Opportunities to volunteer in order to have a better chance of getting back to work
Voluntary/faith groups locally	Non Council funded but offering “free” services i.e. church run toddler groups; youth groups
Vol	<p>Funded sector – usually through formal contracts run:</p> <ul style="list-style-type: none"> • Locally i.e. First Steps, Southside, BAPP, WPA • Nationally i.e. Barnardos; 4Children; Children’s Society <p>These Charities are often funded by the council or nationally, with paid staff. Can attract other funds through their charitable status</p>
CCs Core Officer	The core purpose of Sure Start children’s centres is to improve outcomes for young children and their families, with a particular focus on those in greatest need. They work to make sure all children are properly prepared for school, regardless of background or family circumstances. They also offer support to parents. (Department of Education 2013)
CC/Locality Groups/Hubs	Administrative centre for staff and services to be delivered from in 2 key parts of the local authority
EYFS	The Early Years Foundation Stage which runs from birth to the end of Reception Year in school

RESOURCES PDS FORWARD PLAN

This Forward Plan lists all the items coming to the Panel over the next few months.

Inevitably, some of the published information may change; Government guidance recognises that the plan is a best assessment, at the time of publication, of anticipated decision making. The online Forward Plan is updated regularly and

can be seen on the Council's website at:

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<http://democracy.bathnes.gov.uk/mgPlansHome.aspx?bcr=1>

The Forward Plan demonstrates the Council's commitment to openness and participation in decision making. It assists the Panel in planning their input to policy formulation and development, and in reviewing the work of the Cabinet.

Should you wish to make representations, please contact the report author or Michaela Gay, Democratic Services (01225 394411). A formal agenda will be issued 5 clear working days before the meeting.

Agenda papers can be inspected on the Council's website and at the Guildhall (Bath), Hollies (Midsomer Norton), Riverside (Keynsham) and at Bath Central, Keynsham and Midsomer Norton public libraries.

Resources PDS Forward Plan

Bath & North East Somerset Council

Anticipated business at future Panel meetings

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
RESOURCES PDS PANEL - 10TH FEBRUARY 2014				
10 Feb 2014 12 Feb 2014 18 Feb 2014 E2592	Resources PDS Cabinet Council	Budget and Council Tax 2014/15 and Financial Plan 2014/15 - 2015/16	Tim Richens Gary Adams Tel: 01225 477468 Tel: 01225 477107	Andrew Pate
RESOURCES PDS PANEL - 17TH MARCH 2014				
17 Mar 2014	Resources PDS	Grand Parade and Undercroft Report	Tom McBain Tel: 01225 477806	Andrew Pate
17 Mar 2014	Resources PDS	Welfare Reform Report	Ian Savigar Tel: 01225 477327	Andrew Pate
RESOURCES PDS PANEL - 12TH MAY 2014				
12 May 2014	Resources PDS	Shared Services (with other Local Authorities)	Andrew Pate Tel: 01225 477300	Andrew Pate
12 May 2014	Resources PDS	Performance Management Update	Steve Harman	Andrew Pate
RESOURCES PDS PANEL - 21ST JULY 2014				

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
ITEMS TO BE SCHEDULED				
12 May 2014	Resources PDS	Impact on Customers of Organisational Development and Workplace Programmes - Update	Ian Savigar Tel: 01225 477327	Andrew Pate
The Forward Plan is administered by DEMOCRATIC SERVICES : Michaela Gay 01225 394411 Democratic_Services@bathnes.gov.uk				

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