

**Democratic Services**

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Date: 9 November 2015

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**To: All Members of the Communities, Transport and Environment Policy  
Development and Scrutiny Panel**

Councillor John Bull  
Councillor Brian Simmons  
Councillor Steve Jeffries  
Councillor Mark Shelford  
Councillor Peter Turner  
Councillor Alan Hale  
Councillor Neil Butters  
Councillor Jonathan Carr  
Councillor Dine Romero  
Councillor David Veale  
Councillor Charles Gerrish

Chief Executive and other appropriate officers  
Press and Public

Dear Member

**Communities, Transport and Environment Policy Development and Scrutiny Panel:  
Monday, 16th November, 2015**

You are invited to attend a meeting of the **Communities, Transport and Environment Policy Development and Scrutiny Panel**, to be held on **Monday, 16th November, 2015 at 4.00 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 Guildhall Bath (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** - Reception: Civic Centre - Keynsham, Guildhall - Bath, The Hollies - Midsomer Norton. Bath Central and Midsomer Norton public libraries.

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

## 4. Recording at Meetings:-

The Openness of Local Government Bodies Regulations 2014 now allows filming and recording by anyone attending a meeting. This is not within the Council's control.

Some of our meetings are webcast. At the start of the meeting, the Chair will confirm if all or part of the meeting is to be filmed. If you would prefer not to be filmed for the webcast, please make yourself known to the camera operators.

To comply with the Data Protection Act 1998, we require the consent of parents or guardians before filming children or young people. For more information, please speak to the camera operator

The Council will broadcast the images and sound live via the internet [www.bathnes.gov.uk/webcast](http://www.bathnes.gov.uk/webcast) An archived recording of the proceedings will also be available for viewing after the meeting. The Council may also use the images/sound recordings on its social media site or share with other organisations, such as broadcasters.

- 5. Attendance Register:** Members should sign the Register which will be circulated at the meeting.

**6. THE APPENDED SUPPORTING DOCUMENTS ARE IDENTIFIED BY AGENDA ITEM NUMBER.**

**7. 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.

**Communities, Transport and Environment Policy Development and Scrutiny Panel -  
Monday, 16th November, 2015**

**at 4.00 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

Mr David Redgewell (South West Transport Network) will make a statement on Regional Transport Issues.

Mr Duncan Hounsell will make a statement on Saltford Railway Station

Mr Chris Warren (Leader of the Independent Salford Station Campaign) will make a statement on Salford Railway Station.

7. MINUTES (Pages 9 - 16)

8. DIRECTORATE PLAN FOR PLACE (Pages 17 - 46)

A report on the Directorate Plan for Place and appendices are attached.

*Please note there is a cover report for this Plan and the Resources Directorate Plan which is the next item. The cover report is duplicated for each Plan.*

9. DIRECTORATE PLAN FOR RESOURCES (Pages 47 - 72)

A report on the Directorate Plan for Resources and appendices are attached.

*Please note there is a cover report for this Plan and the Directorate Plan for Place which is the previous item. The cover report is duplicated for each Plan.*

10. CLIMATE CHANGE: PROGRESS, OPPORTUNITIES, CHALLENGES (Pages 73 - 100)

A report on 'Climate Change: progress, opportunities, challenges'. The slides are attached.

11. REPORT ON WEST OF ENGLAND PARTNERSHIP - TRANSPORT (Pages 101 - 112)

There will be a presentation at the meeting. The slides are attached.

12. TRANSPORT STRATEGY UPDATE (CHEW VALLEY, SOMER VALLEY AND KEYNSHAM) (Pages 113 - 128)

There will be a presentation at the meeting. The presentation slides are attached.

13. CABINET MEMBER UPDATE

The Cabinet Member will update the panel on any relevant issues. Panel members may ask questions

14. PANEL WORKPLAN (Pages 129 - 132)

This report presents the latest workplan for the Panel. Any suggestions for further items or amendments to the current programme will be logged and scheduled in

consultation with the Panel's Chair and supporting senior officers.

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**

**MINUTES OF COMMUNITIES, TRANSPORT AND ENVIRONMENT POLICY  
DEVELOPMENT AND SCRUTINY PANEL MEETING**

Monday, 14th September, 2015

Present:- **Councillors** John Bull, Brian Simmons, Peter Turner, Alan Hale, Neil Butters, Jonathan Carr, Dine Romero, David Veale (In place of Steve Jeffries) and Les Kew (In place of Mark Shelford)

**16 WELCOME AND INTRODUCTIONS**

The Chairman welcomed everyone to the meeting.

**17 EMERGENCY EVACUATION PROCEDURE**

The Chairman drew attention to the emergency evacuation procedure.

**18 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

Councillor Mark Shelford sent apologies (substituted by Councillor Les Kew) and Councillor Steve Jeffries sent apologies (substituted by Councillor David Veale).

Apologies from Cabinet Members Councillors Martin Veal and Anthony Clarke.

**19 DECLARATIONS OF INTEREST**

Councillor Brian Simmons declared an 'other' interest in Item 9 'Community Transport' as Chair of Keynsham and District Dial a Ride.

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

There was none.

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

1. Mr Duncan Hounsell, Saltford Parish Councillor made a statement regarding Item 9 'Community Transport' regarding 'Fair funding for Community Transport Schemes in the BANES area' on behalf of Saltford Parish Council (*the statement is appended to these minutes and available on the Council's minute book held by Democratic Services*).

Councillor Romero asked that this be added to the future workplan for the Panel. Panel members agreed.

2. Mr David Redgewell – South West Transport Network made a statement regarding Metro West (*the statement is appended to these minutes and available on the Council's minute book held by Democratic Services*).

Councillor Butters asked that this authority keep in touch with the Joint West of England Group and maybe even have a representative visit the Panel. Councillor Bull explained that BANES do have three representatives on the West of England Group that Panel members could speak to.

3. Mr David Redgewell – South West Transport Network made some comments on Item 8 'Quality Contract Scheme for Buses'. He explained that he thought the time was right for a review but thinks it may be too restrictive and that it should also be looking into infrastructure for example Bath Bus Station is not owned by the Council, it has multi ownership. He went on to explain that he sits on Great Western working party and that there is not a joint unit of Local Authorities for information on buses.
4. Mr Van DuBose made a statement regarding Item 8 'Quality Contract Scheme for Buses' (QCS) (*the statement is appended to these minutes and available on the Council's minute book held by Democratic Services*).

Councillor Butters asked if any other parts of the country had pursued QCS successfully. Mr DuBose stated that only a few authorities have pursued it whereas in Europe the model is standard, he added that he hopes the Bus Bill will help. Councillor Carr asked if the Council has considered setting up its own bus company.

5. Mr D Baker made a statement regarding Item 11 'East of Bath Park and Ride'. (*the statement is appended to these minutes and available on the Council's minute book held by Democratic Services*).

Councillor Hale asked if Mr Baker's proposal should be consulted on. Peter Dawson – Group Manager Planning Policy and Transport explained that he is happy to receive Mr Baker's comments through the consultation which would be considered by the Cabinet in November 2015.

Councillor Romero asked if this option should be part of the consultation. The officer stated that if members of the public want the Cabinet to consider this scheme then they can respond to the consultation to communicate this.

## **22 MINUTES**

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

## **23 QUALITY CONTRACT SCHEME FOR BUSES - TASK AND FINISH GROUP**

The Chair invited Emma Bagley, Policy Development & Scrutiny Project Officer to introduce the report. The officer explained that this issue had come to the Panel as a result of a motion at a Council meeting in January 2015. The officer further explained that this report detailed the Terms of Reference for the Task and Finish Group which would report back to the Panel in January 2016.

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

Councillor Bull explained that the job of the Panel today is to approve the Terms of Reference for the Task and Finish Group, he suggested that the Steering Group looks at the points raised by Mr DuBose at its meeting in October where they can then also consider whether the Terms of Reference need to be altered at all.

Councillor Romero asked what the next stage would be. The officer explained that the Task and Finish Group recommendations would come back to the Cabinet Member and one such recommendation may be a larger review. Councillor Bull added that a Task and Finish (T&F) Group only does a small scale investigation into the information available.

Councillor Romero explained her concern that Bath may miss the opportunity to work with others in the region if it does not link up with the Joint West of England work. The officer pointed to paragraph 3.8 in the Terms of Reference which states that the outcomes of the Task and Finish Group will potentially feed into the Joint Local Transport Plan and Joint West of England transport studies. David Redgewell stated that some important work would be done in Bristol in November this year. Councillor Bull explained that the T&F group are meeting in October and November and would have something ready. It was also noted that BANES Joint West of England representative Councillor Rob Appleyard was present at the meeting and he agreed to feed the Panel's discussion back.

Councillor Carr asked why this Panel was hearing about devolution third hand. Peter Dawson – Group Manager Planning, Policy and Transport explained that the Government have asked for proposals from transport bodies on devolution on a short timescale (December) but until the Government explain what devolution might mean, such transport bodies cannot properly discuss and comment. Councillor Kew stated that is was the job of the T&F Group to come back to the Panel with some answers. Councillor Carr asked that the document that is submitted to the Government also be circulated to this Panel.

Councillor Bull concluded that the T&F group can take their recommendations to the West of England and to this Panel.

It was **Resolved** that the Panel:

1. Request the Task and Finish group look at the points raised by Mr DuBose at its meeting in October where they can consider whether the Terms of Reference need to be altered at all;
2. Agree to undertake the review within the timescales set out in the Terms of Reference; and

3. Formally agree to the nomination of the following Members (Councillors Bull; Simmons; Butters and Carr) to form the T&F Group who will lead on co-ordinating the group's activities.

## 24 COMMUNITY TRANSPORT

The Chair invited Andy Strong – Public Transport Manager to introduce the report (*a copy of the report which was tabled at the meeting is now attached to the agenda papers for this meeting or available from Democratic Services*). The report covered the following:

- Background on Community Transport
- Current Issues
- Strategic Review
- Total Transport Pilot Fund
- Paper by Councillor Brian Simmons
- Recommendation

The officer addressed the points made under Item 6 by Mr Hounsell, he explained that relative funding should be covered by internal audit. He also recommended that the Panel receive a more substantial report in early 2016.

There was some discussion around the nature of the consultation on this issue. The officer explained that he would expect a consultant to speak to representatives of users (village agents) and transport providers. He explained that it was not possible to conduct a public consultation.

Councillor Turner explained that some elderly people in Bath have difficulties in booking transport. The officer asked the Councillor to make him aware of these issues.

Councillor Butters suggested that the Wellow scheme be looked at in this review. The officer agreed that this scheme is a good model.

Councillor Romero asked that the report in 2016 will have identified all the needs of the users. She also asked about submitting tenders for home to school transport and whether areas other than Chew Valley were being looked at. It was agreed that Councillor Simmons paper will be circulated to all Panel members. The officer explained that any scheme would need a relevant permit to bid for home to school transport contracts. The officer agreed that it was hoped that a good model could be established and set up elsewhere.

There was a long discussion around the pilot scheme and the strategic review. There were concerns on the length of time the consultation would take and Members were also concerned that public consultation should be carried out.

It was **Resolved** that:

- The Panel consider a full report on the outcomes of the current work on community transport at a meeting in January 2015; and

- As part of the total transport Pilot Fund, consultants Mott McDonald undertake public consultation and visits in the area.

## **25 COMMUNITY USE OF LIBRARIES - UPDATE**

The Chair invited Ian Savigar – Divisional Director Customer Services to give a presentation to the Panel (*slides of the presentation are attached to the agenda papers for this meeting and held with Democratic Services*). The presentation covered the following:

- Libraries and Archives
- Statistics on Libraries
- Bath Central Library – List of Facilities
- Keynsham – List of Facilities
- Midsomer Norton Library – List of Facilities
- Available Across the Service
- Activities and Services
- Opportunities and Issues

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

Councillor Hale asked how the figures on visitors are calculated. The officer explained that the figures include people using the library to borrow a book and using other facilities such as cafes. Councillor Hale has a concern that figures will be used to cut facilities in the future and sought assurance that we always compare like with like. Members discussed the raised visiting figures in Paulton library and the effect of having a café. The officer informed the Panel that visiting numbers had gone up when the opening hours of the library went up from 14 hours per week to 38 hours. Councillor Bull explained that the café subsidises the library. It was agreed that Paulton library is a good model.

Councillor Butters stated that he is interested to hear about a partner with regard to the mobile library service when this information is available. The officer explained that talks with providers are ongoing and he would report back when appropriate.

Councillor Bull stated that it was good to have an update on the library service.

## **26 EAST OF BATH PARK AND RIDE CONSULTATION UPDATE**

The Chair invited Peter Dawson – Group Manager Planning Policy and Transport to introduce the report. The officer stated that he has been asked to carry out public consultation on 3 schemes. He stated that this is in line with the Council's policy for the last 15 years. He will publish the Mott McDonald report as soon as possible and is also happy to circulate Mr Baker's work (Item 6). He concluded that all of this information would inform the Cabinet's decision in November 2015.

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

Councillor Appleyard (Lambridge Ward) stated that the meadows proposal has been met with huge resistance locally and people see a rail and ride scheme as a viable solution. He spoke about the scheme put forward by Mr Baker (Item 6) and stated that there should be a 4<sup>th</sup> consultation option.

Councillor Hale asked the officer about the timescales of the schemes. The officer replied that it is envisaged that each of the three schemes would take 3-4 years. Regarding the option put forward by Mr Baker, parliamentary powers would have to be sought to get consent to move the railway line and build a multi-story car park. He explained that this level of consent could take a long time.

Councillor Carr asked if the public are aware of other options. The officer explained that yes, alternative options are shown in the appendix to the report.

Councillor Kew stated that 2 of the 3 sites are in public ownership and asked if there had been any discussions with the owners. The officer explained that they are considering their position, there have been conversations.

Councillor Butters stated that the Council should go the extra mile and get the right solution and not just the fastest solution.

Councillor Appleyard stated that a car park should not be put on the meadows especially after the bypass had already been built in the area.

After some further discussion, it was **Resolved** that:

- The Panel note the progress made on this work; and
- If the financial aspects of considering site H can be equated with the other sites then site H should be considered as a site for a Park and Ride to the East of Bath.

## **27 TRANSPORT STRATEGY FOR CHEW VALLEY AND SOMER VALLEY**

The Chair invited Peter Dawson – Group Manager Planning Policy and Transport to introduce the report.

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

In response to a question from Councillor Romero, the officer explained that there will be visits to the site.

Councillor Bull asked if the Radstock-Frome line is included, the officer explained that it was not as there were problems with opening that railway line. Councillor Bull also stated that partnerships should mention 'possible QCS schemes'.

Councillor Kew asked that Pensford and Temple Cloud be added.

The Panel noted that there would be a report in the new year.

## 28 CABINET MEMBER UPDATE

There was no Cabinet Member Update at this meeting.

Councillor Carr asked the following questions and the Panel noted that a written response would be given from the Strategic Director Louise Fradd.

*What communication was sent to students entering the 6<sup>th</sup> form and their parents or guardians to explain the need to reapply for the home to school transport scheme and the additional fees involved?*

*What efforts were made, along with Chew Valley school and other schools using the scheme, to identify the numbers of students expected to need continued home to school and to prepare sufficient capacity for them in advance?*

*Why was the closing date for applications set before places were confirmed (deadline 20<sup>th</sup> June, GCSE results 20<sup>th</sup> August) and was an extension not made?*

*What additional capacity is available or being prepared for 6<sup>th</sup> form students who still require home to school transport in 6<sup>th</sup> form?*

*What was the policy reasoning for limiting free transport to under 16, and was this reviewed in light of change to compulsory education or training until 18 which came into force in 2013?*

*What are the resource implications of extending the free transport to 18?*

## 29 PANEL WORKPLAN

The Panel agreed some amendments to the published workplan. The Panel agreed to look at the following items at it's future meetings:

### 16<sup>th</sup> November 2015

- Directorate Plans for Place and Resources
- Climate Change – Update on Targets
- Report on West of England Partnership
- Transport Strategy Update

### 11<sup>th</sup> January 2016

- River Safety – Overview and Update
- QCS for Buses Task and Finish Group Report

- Community Safety General Update (possible inclusion of Police representative invitee to talk about police staffing – Councillor Alan Hale request)
- Community Transport – Update

Items to be scheduled

- Kerbside collections and recycling (request Cllr Romero)

The Panel noted the workplan and suggested amendments.

The meeting ended at 5.30 pm

Chair(person) .....

Date Confirmed and Signed .....

**Prepared by Democratic Services**



<b>Bath &amp; North East Somerset Council</b>	
<b>MEETING:</b>	<b>Communities, Transport and Environment Policy Development &amp; Scrutiny Panel</b>
<b>MEETING DATE:</b>	<b>16 November 2015</b>
<b>TITLE:</b>	<b>Place and Resources Directorate Plans 2016-2020</b>
<b>WARD:</b>	All
<b>AN OPEN PUBLIC ITEM</b>	
<p><b>List of attachments to this report:</b></p> <p><b>PLEASE NOTE THIS COVER REPORT IS DUPLICATED IN THE ITEM 'DIRECTORATE PLAN FOR RESOURCES'.</b></p> <ul style="list-style-type: none"> <li>• Appendix 1: Place Directorate Plan <ul style="list-style-type: none"> <li>○ Annex 1: Summary of functions of the Division</li> <li>○ Annex 2: Directorate budget summary (headline numbers)</li> <li>○ Annex 3: Draft Capital Programme 2016/17 to 2019/20</li> <li>○ Annex 4: Finance &amp; Resource Impacts</li> </ul> </li> </ul>	

## **1 THE ISSUE**

- 1.1 This report presents the Place and Resources Directorate Plans to the Panel for initial consideration and feedback as part of the Council's service planning and budget development process.

## **2 RECOMMENDATION**

The Panel is asked to:

- 2.1 Comment on the draft Place and Resources Directorate Plans and;
- 2.2 Identify any areas of feedback the panel would like to refer to the relevant Portfolio holders and Cabinet for further consideration as part of the service planning and budget development process.

## **3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)**

3.1 The resource implications are contained within the draft Directorate Plans and their appendices.

#### **4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL**

4.1 This report sets out the framework for the service planning and budget processes which lead up to the statutory and legal requirement for the Council to set a budget in February 2016. Proportionate equality analysis is being carried out on the proposals within the Directorate Plans.

#### **5 THE REPORT**

##### **Introduction**

5.1 A new Corporate Strategy was agreed by Cabinet at their meeting on 4<sup>th</sup> November 2015. It sets out the 2020 beautifully inventive vision and the Council's direction of travel over the next four years. It is shaped by and will deliver the 'Putting Residents First' manifesto commitments.

5.2 Three new Directorate Plans have also been developed. They will flow from the Corporate Strategy and set out both the strategic and financial ambitions of each Directorate and how they will deliver the Corporate Strategy commitments.

5.3 The Directorate Plans will replace Medium Term Service and Resource Plans (MTRSPs). They include, as appendices, the Directorate budget summary and details of growth and savings proposals.

##### **Performance management**

5.4 The Council will be undertaking a corporate approach to performance management in order that we can understand how we are delivering on our commitments. Performance management will be against the 4 corporate priorities (a focus on prevention, a strong economy and growth, a new relationship with customers and communities and an efficient business) as well as the outcomes in the Directorate Plans.

##### **November PDS process**

5.5 During November, the draft Directorate Plans will be presented to the Policy Development and Scrutiny (PDS) Panels. Each PDS Panel will be engaged in this process and Panels should only concentrate on the parts of the plan relevant to their own remit.

5.6 This Panel is asked to consider the implications of the draft Place and Resources Directorate Plans and make recommendations to the relevant portfolio holders and Cabinet. Where the panel wishes to either increase expenditure or reduce savings targets alternatives should be proposed.

5.7 At the meeting, the lead for each Directorate Plan will highlight those aspects of the plan that are directly relevant to the panel. The table below maps the remit of this panel to the related Directorate Plan:

<b>Communities, Transport and</b>	<b>Directorate Plan</b>
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<b>Environment PDS Panel remit</b>	
<ul style="list-style-type: none"> <li>• Transport Development (transport planning/policy, major transport infrastructure)</li> <li>• Major Transport Schemes</li> <li>• Highways, Parking and Transport</li> <li>• Leisure and Culture (Sport &amp; Active Lifestyles),</li> <li>• Natural Environment, Green Infrastructure &amp; Sustainability</li> <li>• Environmental Services</li> </ul>	<ul style="list-style-type: none"> <li>• Place Directorate Plan</li> </ul>
<ul style="list-style-type: none"> <li>• Improve the quality of life of the communities (older people and of children, young people and families) at risk and narrow the gap between the worst performing wards / neighborhood's and other areas across the district.</li> </ul>	<ul style="list-style-type: none"> <li>• Place Directorate Plan</li> <li>• Resources Directorate Plan</li> </ul>
<ul style="list-style-type: none"> <li>• Community Safety</li> <li>• Big Society/3<sup>rd</sup> Sector Funding Initiatives</li> <li>• Libraries</li> </ul>	<ul style="list-style-type: none"> <li>• Resources Directorate Plan</li> </ul>

### **Next steps**

5.8 A number of Budget Fair meetings have been scheduled during November in order to provide people with the opportunity to hear about the Council's financial plans for the next four years. There will be an opportunity to ask questions and feed into the discussions on the budget proposals. Further details about these events can be found here: <http://www.bathnes.gov.uk/services/your-council-and-democracy/budgets-and-spending/budget-fair-consultation-2014>

5.9 Following this, Cabinet will consider the feedback received and prepare the Directorate Plans for final consideration at the January PDS meetings (before being presented to Cabinet and Council for agreement in February 2016).

## **6 RATIONALE**

6.1 The Council is required to set a budget which identifies how its financial resources are to be allocated and utilised.

6.2 The attached draft Place and Resources Directorate Plans set out the context and process for the directorate's service and financial planning.

## **7 OTHER OPTIONS CONSIDERED**

7.1 The Directorate Plans set out a package of options that reflect the Council's Corporate Strategy, and its overarching visions and values.

## **8 CONSULTATION**

8.1 The Directorate Plans flow from the Corporate Strategy which was developed in consultation with Cabinet and Council officers. They also build on our 2020 vision which was developed in consultation with the Council, NHS, police, local businesses, fire service and voluntary sector.

8.2 Council meetings have been held with officers and cabinet members during the development of these directorate plans. Five Budget Fair meetings have also been scheduled during November in order to give partners, stakeholders and members of the public the opportunity to consider and give feedback on the range of proposals included within the plans.

## 9 RISK MANAGEMENT

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

<b>Contact person</b>	Louise Fradd, Strategic Director Place / Andrew Pate, Strategic Director Resources / Helen Edelstyn, Strategy and Plan Manager (01225 477951)
<b>Background papers</b>	<p>4<sup>th</sup> November 2015 Cabinet report: B&amp;NES Corporate Strategy 2016-2020</p> <ul style="list-style-type: none"> <li>• <a href="http://democracy.bathnes.gov.uk/documents/s38764/E2779%20Corporate%20Strategy%20cover%20report.pdf">http://democracy.bathnes.gov.uk/documents/s38764/E2779%20Corporate%20Strategy%20cover%20report.pdf</a></li> <li>• <a href="http://democracy.bathnes.gov.uk/documents/s38765/E2779zAppendix%201%20-%20BNES%20Corporate%20Strategy%202016-2020.pdf">http://democracy.bathnes.gov.uk/documents/s38765/E2779zAppendix%201%20-%20BNES%20Corporate%20Strategy%202016-2020.pdf</a></li> </ul>
<b>Please contact the report author if you need to access this report in an alternative format</b>	

# PLACE DIRECTORATE

## 4 year plan 2016-2020

## Introduction

This plan sets out the future direction of the Place Directorate over the next 3 years. The Place Directorate is one of three Directorates in the Council.

It is intended that the plan will be reviewed annually over the next 3 years. The plan contains a greater level of detail for year one. The detail for the following years will be developed as Council policy develops and will take into account consultation about the services affected. There will be a staged approach to consultation.

These plans will be considered by PDS panels in November 2015, have been developed by the Cabinet, and will inform the 2016/17 budget setting process.

## Section one – Corporate Overview

### Strategic Context

The Bath and North East Somerset 2020 vision sets out our overarching aspirations for the future including good health and wellbeing, economic growth, financial sustainability, an effective transport system and an efficient, well run Council. The vision was developed in partnership with the NHS, police, local business, education, the fire service and the voluntary sector.

***‘Bath and North East Somerset will be internationally renowned as a beautifully inventive and entrepreneurial 21<sup>st</sup> century place with a strong social purpose and a spirit of wellbeing, where everyone is invited to think big – a ‘connected’ area ready to create an extraordinary legacy for future generations’***

We are already making good progress in working towards this vision. We are a national leader in the integration of health and social care services for both adults and children and our relationship with the NHS continues to grow. Educational outcomes are good at every level and local unemployment is low at less than five per cent. Our Connecting Families programme, working with vulnerable families, is one of the most successful in the country and the Roman Baths is one of the top most visited heritage sites in the UK.

However, we know that we need to do even more in order to be financially sustainable and deliver high quality services into the future. The landscape for public services continues to change and over the next four years we will need to adapt to a growing local population, reduced funding from central government and new legislation that will change the way we deliver some services.

These changes, coupled with an increasing demand for many services means that we need to transform the way we deliver some services, whilst holding onto our commitment to excellence. We have identified four corporate priorities for achieving this as we move towards our 2020 vision:

- A strong economy and growth
- A focus on prevention
- A new relationship with customers and communities
- An efficient business

If we get this right we will be able to continue to provide exemplary public services for local residents.

## **Financial Context**

The previous Medium Term Service and Resource Plans covered the 3 year period of 2013/14 – 2015/16 and was in line with the existing Council budget priorities and policy framework.

Since the national and local elections in May 2015 the Government has not provided any detailed information on local government funding beyond 31 March 2016, although the Chancellor announced an Emergency Budget Statement on 8 July 2015. This will be followed by a Spending Review leading to the Financial Settlement for Local Government around Christmas 2015.

We therefore cannot be certain about local government funding from 2016/17 onwards, although we can expect the financial challenge facing the public sector to continue throughout the period of this parliament from 2016/17 to 2019/20. The recently announced national proposals about 100% business rates retention will not necessarily improve the financial standing of the Council as the benefits may be offset but other changes. Nevertheless it is clear that there will be an even greater financial incentive for local economic growth.

Whilst the scale and speed of funding reductions are not yet clear, there are a number of factors which we can identify that will impact on our funding going forwards:

- Continuing reductions in the national control total for local government funding – we assume this will be around 40% over the next four years with an element of front loading.
- A significant increase in employer's national insurance contributions to fund the new national pension arrangements – equivalent to £2.4M in 2016/17 in cash terms.
- The ongoing impact of new legislation including the Care Act 2014 and the cost of adult social care.
- The need to provide for future pay inflation.
- The potential impact of changes to interest rates and the revenue cost of meeting the Council's full borrowing requirement.
- The level of inflationary and demographic cost pressures.

The initial Financial Planning work to look at the future scale of this financial challenge for the Council originally estimated that the likely savings, or additional income required, would be around £38M for this 4-year period. The position has been reviewed in light of both local and national decisions and announcements resulting in a reduction in the estimated financial planning target to just over £30M. Given the scale of savings already achieved in the current Medium Term Financial Plan and Budget, it is likely that future savings will require some prioritised changes to Council services.

As part of this, the decision of Council to make a contribution of £1.5 million from reserves to meet an on-going revenue budget gap in the 2015/16 budget has been addressed during the current financial year.

It is too early to accurately predict the full financial impact of the Government's Spending Review and related financial risks, although these have been assessed and may give rise to further savings requirements.

A rigorous process is being applied to support the development of the Council budget and medium term financial planning process going forwards, including a review of both the Council's revenue budgets and the current Approved Capital Programme.

The Cabinet will therefore seek to put in place these new Directorate Plans to establish a new Medium Term Financial Plan to cover the four years from 2016/17 to 2019/20 and will consider a range of options to make savings, explore new models of service delivery, deliver innovation and efficiency, and generate additional income.

A Strategic Review has been taking place to do just this, covering the four strategic priorities. The Review considers spending across the Council to ensure efficiency savings and income generation opportunities are maximised ahead of reductions to Council services. The outputs from this review are reflected in the Directorate Plans.

The specific financial aspects of the proposals for this Directorate are set out in Appendix 4 – Finance & Resource Impacts.



## Section two – Directorate Summary

The Place Directorate is comprised of three key areas: Environmental Services, Community Regeneration and Development.

The Directorate employs over 750 Fte providing both key frontline and professional services.

The Council's vision for Bath and North East Somerset is:

***to be internationally renowned as a beautifully inventive and entrepreneurial 21st century place with a strong social purpose and a spirit of wellbeing, where everyone is invited to think big – a 'connected' area ready to create an extraordinary legacy for future generations.***

Key aspects of the vision link into the work and delivery of services associated with the Place Directorate as outlined below:

- **'Internationally renowned'** – to be a place where businesses want to relocate and where visitors continue to be attracted.
- **'Beautifully inventive'** – continue to deliver services effectively and efficiently through constantly seeking new and improved ways of working.
- **'Strong social purpose'** – promoting positive social outcomes from the services we deliver
- **'Spirit of wellbeing'** – putting health and wellbeing at the core of what we do.
- **'Connected'** – ensuring connectivity issues are addressed.

### Values

The Council's core values are:

Only promise what we can deliver  
Nurture creativity and innovation  
Excel in everything we do

The Place Directorate will therefore strive to be:

Honest  
Creative  
Excellent in all that we do

In order to achieve this we will continue to learn, develop and adapt to changing environments and priorities.

## **Main report: Directorate intentions**

The commitments for the Place Directorate to 2020 are detailed below. In addition there are specific activities associated with the Strategic Review. These are covered in Section 3 – the 4 year Financial Strategy.

### **A strong economy and growth**

We will:

- Deliver the Core Strategy Target for jobs and infrastructure, including the delivery of 2880 new homes by 2018/19.
- Commence delivery of the Economic Strategy including submission of a bid for the Cultural Status award 2017.
- Deliver the Destination Management Plan by December 2015 and develop an Events Management Plan by March 2016.
- Implement Transport Strategies for Keynsham, Chew and Somer Valleys by March 2016.
- Implement 'Better Business for All', a joint programme with North Somerset, which plans to deliver jobs and growth linked to regulatory services by April 2017.
- Deliver the Heritage Services Business Plan 2015-2020 with the aim of growing annual profit to £6m by 2019/20. Submit further Heritage Lottery Fund application for the Archway Centre by June 2016.
- Complete a Parking Review Study by March 2017 and commence implementation of any changes ensuring they link with strategic aims.
- Continue to deliver key plans for Keynsham including the delivery of employment space, housing sites and other town developments.
- Deliver the Bath City Riverside Enterprise Area Masterplan including the generation of 1650 jobs, 920 homes and agreement on Bath Quays North and South development. Innovation Quays detailed business case produced by summer 2016.
- Agree the Somer Valley Implementation Plan by March 2016 with the Midsomer Norton digital pilot established by June 2016.
- Agree Community Infrastructure Levy (CIL) Spend Priorities based on income estimated at £1.5m by 2018/19. Review B&NES Infrastructure Delivery Plan as part of the CIL spend process.
- Gain approval to the Highway Asset Management Plan by March 2016, improving the overall highway network and its safety.
- Develop business plans to access the Economic Development and Local Growth Funds, supporting infrastructure proposals for the Enterprise Area. Target 15% of Local Enterprise Partnership funding, Local Growth Fund £500k pa and implement Cycle Ambition Fund by March 2018.
- Continue to roll out broadband within B&NES, digital B&NES pilot live March 2016.
- Complete the East of Bath Park and Ride study by December 2015. Park and Ride site completed by March 2021. Explore case for removal of through traffic from Bath by September 2016.

- Develop, monitor and implement the World Heritage Site (WHS) Management Plan, by November 2016, ensuring that the status is maintained.
- Commence delivery of the B&NES Cultural Plan by March 2016.

### **A focus on prevention**

We will:

- Commence works relating the Waterspace Study by March 2016.
- Implement the Network Management Plan following its approval in March 2016.
- Re-locate and develop a modern purpose built waste facility by March 2020.
- Review the delivery of the Fleet Management service by March 2017 and replace 20% of the light fleet with alternative fuel vehicles by March 2020.
- Develop and implement an Urban Gulls Strategy by March 2016.
- Work with partners to develop and support sustainable and affordable housing solutions for those who are homeless or in need. Delivery of 720 affordable homes by March 2019.
- Improve air quality through development of air quality action plans for Keynsham, Saltford and Bath by March 2016.
- Achieve a 1% year on year increase in participation in physical activity through the delivery of the 'Fit for Life' Active Living Strategy.
- Enhance our leisure facilities with a new leisure provider improving Bath's leisure centre by December 2017 and a new centre for Keynsham by March 2019.

### **A new relationship with customers and communities**

We will:

- Deliver the B&NES Waste and the West of England Waste Strategies, including the redesign of the waste collection service by November 2017. Achieve an 80% household waste recovery rate.
- Work with Parish Council's communities and key partners to deliver and adopt Neighbourhood Plans by Dec 2015 and Placemaking Plans by December 2016.
- Maintain 70% validation of planning applications within 1 week and 50% of major planning applications delivered within 13 weeks.
- Continue to complete 95% of land searches within 15 working days and 90% of building regulations applications receiving a decision in 3 weeks.
- Put the customer at the forefront of what we do, maintaining our Customer Service Excellence status and embed customer service standards by Summer 2016.
- By March 2016 launch a Noise Investigation Toolkit, for use by customers and evaluate its use and success through customer satisfaction surveys.

### **An efficient business**

We will:

- Explore bids for electric buses for the Odd Down and the Eastern Park and Ride and Clean Bus Technology Fund during 2015.
- Investigate and potentially implement the delivery of a Joint Highways Contract with North Somerset by March 2016.
- Agree and commence delivery of joint working arrangements with North Somerset for Regulatory Services by March 2016.
- Explore ways to develop the parks service and generate income through events and weddings and consider other options by March 2017.
- Review the operational delivery of the Bereavement service to generate investment with options outlined and a decision made by March 2016.
- Aim to deliver 98% of the Highways Capital programme on time and to budget.
- Implement the projects outlined as part of the Strategic Review and detailed in section 3, and continue to look for ways to generate income and make processes more streamlined and efficient in order to make savings.

## Risks

The key risks associated with the Place Directorate are:

Key risk	Mitigating Actions
Inability to achieve the Business Rate return required from the Enterprise Area.	EA Masterplan Approved and adopted by Council and linkages made with the Placemaking process to ensure that the proposals have a policy base
Highways Asset Management Plan (HAMP) not in format required to secure government funding.	Consultants and officer appointed to increase capacity to deliver a successful HAMP and undertake valuation of assets
Income and savings targets not delivered	Strategic Review being undertaken in order to identify potential income and saving opportunities
Target for affordable housing provision not achieved.	Council funded schemes where appropriate; use of sec 106 and CIL funding where appropriate and effective partnership working with HCA and housing associations to secure new provision
Lack of capacity and recruitment difficulties within specific service areas.	Restructures and targeted recruitment and joint working opportunities with neighbouring authorities.
Renewal of major contracts	Contract Board established along with appropriate cross directorate project teams which are being supplemented with external expertise
Delivery of the Bath Transport Strategy	Strategy approved, action plan being developed, funding being sought

### **Section 3 – 4 Year Financial Strategy**

The Directorate's financial strategy is to deliver the changes set out in the previous section in accordance with the budget summary, impact statement, and capital programme attached.

Within this Directorate there is a dedicated business support team which work closely with the services to support all aspects of finance. The lead role for finance is carried out within the Resources Directorate by the Divisional Director for Business Support, who is the S151 officer, and responsible for the corporate finance strategy.

In terms of workforce it is possible that there may be a small number of posts reductions as a result of the proposals put forward and there may also be requirements to amend working patterns. There will be a shift in skills requirements towards a commercial skills focus in order to maximise income generating opportunities and there will be a refocus of skills usage to ensure most efficient and effective use of staff resources.

For capital project delivery internal and external expertise will continue to be used as required in to enable a flexible approach.

Appendices 2, 3 and 4 support the approval of the Councils 4 year financial strategy.

### **Appendices**

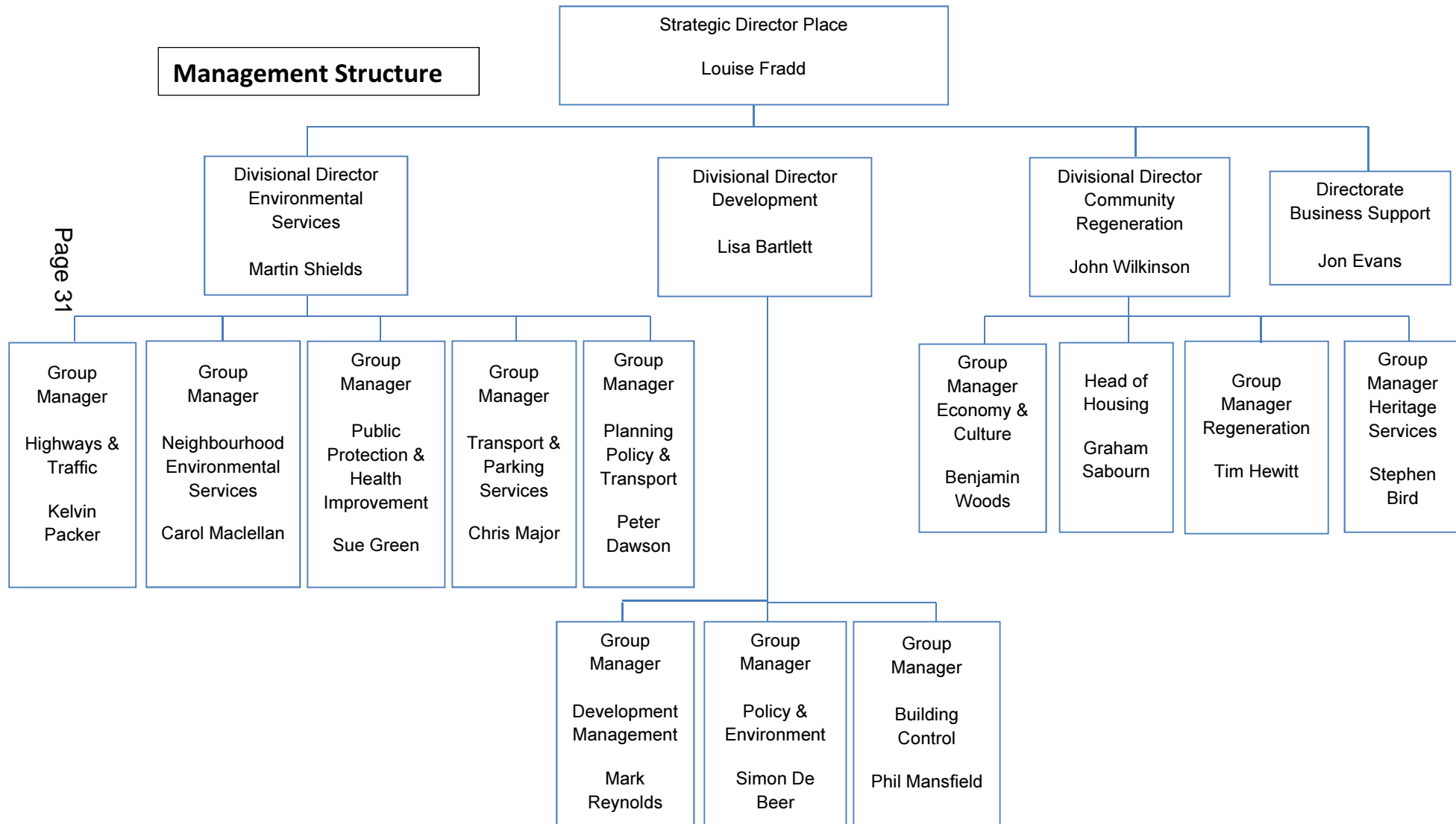
- Appendix 1: Directorate structure
- Appendix 2: Directorate budget summary (headline numbers)
- Appendix 3: Draft Capital Programme 2016/17 to 2019/20
- Appendix 4: Finance and Resource impacts

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## Appendix 1 – Directorate Structure

**Cabinet Members** – Community Services, Cllr Martin Veale. Transport, Cllr Tony Clarke. Economic Development, Cllr Patrick Anketell-Jones. Homes and Planning, Cllr Liz Richardson.

**Scrutiny Panels** – Planning Housing and Economic Development, Communities Transport and Development.



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## Appendix 2 – Analysis of Headline Numbers

Service	2015-16			2016-17 Budget			
	Gross	One off changes	Net Budget	Growth	Savings	Gross	Net
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Environmental Services</b>	<b>56,080</b>	<b>(200)</b>	<b>25,136</b>	<b>548</b>	<b>(601)</b>	<b>56,027</b>	<b>24,535</b>
Transport - Planning & Policy	1,403	0	670	8	0	1,411	678
Highways & Traffic Management	9,596	0	7,773	80	(83)	9,593	7,770
Public Protection & Health Improvement - Regulatory	2,201	0	1,262	20	0	2,221	1,283
Public Protection & Health Improvement - Active Lifestyles	1,480	(100)	957	189	(50)	1,618	1,095
Neighbourhoods & Environment - Waste & Fleet Services	20,860	(100)	14,687	153	0	21,013	14,841
Neighbourhoods & Environment - Parks & Bereavement Services	4,550	0	2,091	35	(100)	4,484	2,026
Transport & Parking Services - Parking	3,979	0	(6,682)	40	0	4,019	(6,642)
Transport & Parking Services - Public & Passenger Transport	12,011	0	4,376	24	(368)	11,668	4,032
<b>Community Regeneration</b>	<b>17,826</b>	<b>0</b>	<b>(1,027)</b>	<b>34</b>	<b>(995)</b>	<b>16,905</b>	<b>(1,948)</b>
Heritage including Archives	12,999	0	(4,895)		(350)	12,649	(5,245)
Housing	2,325	0	1,673	19	(118)	2,226	1,574
Regeneration, Skills & Employment	437	0	252	7	(23)	421	236
Economy and Culture	1,906	0	1,783	6	(465)	1,355	1,325
World Heritage	160	0	160	2	0	162	162
<b>Development</b>	<b>4,940</b>	<b>(72)</b>	<b>2,355</b>	<b>60</b>	<b>(105)</b>	<b>4,895</b>	<b>2,310</b>
Building Control & Land Charges	1,284	0	355	16	(39)	1,261	332
Development Management	3,656	(72)	1,999	44	(66)	3,634	1,978
<b>Place</b>	<b>242</b>	<b>0</b>	<b>242</b>	<b>3</b>	<b>0</b>	<b>245</b>	<b>245</b>
Place Overheads	242	0	242	3	0	245	245
<b>Total for Place Cashlimits</b>	<b>79,088</b>	<b>(272)</b>	<b>26,706</b>	<b>646</b>	<b>(1,661)</b>	<b>78,073</b>	<b>25,142</b>

<b>2016/17 DIRECTORATE PLAN GROWTH ASSUMPTIONS</b>	<b>16/17 Growth £'000</b>
<b>Pay costs - 1% per annum; inclusive of any incremental increases and other staff related inflation</b>	<b>273</b>
<b>Inflation &amp; contracts</b>	<b>142</b>
<b>Fuel and transport costs</b>	<b>23</b>
<b>Business rates inflation</b>	<b>12</b>
<b>Premises related costs</b>	<b>9</b>
<b>Landfill tax</b>	<b>12</b>
<b>Leisure trust costs</b>	<b>175</b>
<b>TOTAL GROWTH</b>	<b>646</b>

## Appendix 3 – Draft Capital Programme 2016/17 – 2019/20

### 1. Existing Programme Items

Project Title	Costs			Total 5 Year Funding			Comments
	Total 2016/2017	2017/18 Onwards	Total 5 Year Cost	Borrowing/ Capital Receipts	Grants/ External Funding	RIF / Development Funding	
	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Environmental Services</b>							
<b>Full Approval</b>							
Saltford Station - reopening feasibility work	150	0	150	150	0	0	
Parking - Vehicle Replacement Programme	0	85	85	85	0	0	
Beechen Cliff Woodland & Other Open Spaces Improvements	40	90	130	130	0	0	
<b>Provisional Approval</b>							
Highways Maintenance Programme	3,457	9,420	12,877	0	12,877	0	Awaiting funding confirmation from DFT & annual project plan
Transport Improvement Programme	1,163	3,489	4,652	0	4,652	0	Awaiting funding confirmation from DFT & annual project plan
Bus Lane Camera Replacement	0	300	300	300	0	0	Business Case & detailed project plan required
Great Western Mainline Electrification - Rail & Ride	1,000	0	1,000	700	300	0	Awaiting funding confirmation from Network Rail and Business Case
A36 Lower Bristol Road Bus Lane	250	2,500	2,750	0	0	2,750	Business Case & detailed project plan required
Park and Ride East of Bath-Main Works	4,700	0	4,700	4,700	0	0	Business Case & detailed project plan required
Passenger Transport Vehicles	160	940	1,100	1,100	0	0	Business Case & detailed project plan required
Parking - Radio System Replacement	45	0	45	45	0	0	Business Case & detailed project plan required
Parking - Pay & Display Replacement Programme	50	350	400	400	0	0	Business Case & detailed project plan required
Parking - Enforcement Hand Held Computer Terminal Replacement	80	0	80	80	0	0	Business Case & detailed project plan required

Project Title	Costs			Total 5 Year Funding			Comments
	Total 2016/2017	2017/18 Onwards	Total 5 Year Cost	Borrowing/ Capital Receipts	Grants/ External Funding	RIF / Development Funding	
	£'000	£'000	£'000	£'000	£'000	£'000	
Neighbourhood Services - Vehicles	555	632	1,187	1,187	0	0	Business Case & detailed project plan required
Neighbourhoods - Bin and Bench Replacement	50	0	50	50	0	0	Business Case & detailed project plan required
Leisure facility modernisation	7,500	4,500	12,000	12,000	0	0	Business Case & detailed project plan required
<b>Sub Total - Environmental Services</b>	<b>19,200</b>	<b>22,306</b>	<b>41,506</b>	<b>20,927</b>	<b>17,829</b>	<b>2,750</b>	
<b>Community Regeneration</b>							
<b>Full Approval</b>							
Roman Baths Development: East Baths Development	500	0	500	500	0	0	
BWR - Affordable Housing	450	0	450	50	400	0	
Digital B&NES (was BDUK)	90	0	90	90	0	0	
<b>Provisional Approval</b>							
Heritage Infrastructure Development	200	100	300	300	0	0	Business Case & detailed project plan required
Innovation Quay - Economic Development Funding Enabling Infrastructure	10,500	11,500	22,000	0	0	22,000	Business Case & detailed project plan required
Disabled Facilities Grant	1,180	3,540	4,720	0	4,720	0	Detailed Project Plan Required
<b>Sub Total - Community Regeneration</b>	<b>12,920</b>	<b>15,140</b>	<b>28,060</b>	<b>940</b>	<b>5,120</b>	<b>22,000</b>	
<b>TOTAL PLACE</b>	<b>32,120</b>	<b>37,446</b>	<b>69,566</b>	<b>21,867</b>	<b>22,949</b>	<b>24,750</b>	

## 2. New & Emerging Items

Project Title	Costs			Total 5 Year Funding			Comments
	Total 2016/2017	2017/18 Onwards	Total 5 Year Cost	Borrowing/ Capital Receipts	Grants/ External Funding	RIF / Development Funding	
	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Environmental Services</b>							
<b>New/Emerging Schemes</b>							
Park & Ride East of Bath - Site Dependent Costs	5,000	0	5,000	5,000	0	0	Business Case & detailed project plan required
Keynsham Town Centre	200	0	200	200	0	0	Detailed Project Plan Required
Cycle City Ambition Fund 2	337	2,800	3,137	0	3,137	0	Detailed Project Plan Required
Office for Low Emission Vehicles (OLEV) Bid	178	1,271	1,449	1,449	0	0	Business Case & detailed project plan required
Keynsham Leisure Centre	3,400	0	3,400	3,400	0	0	Business Case & detailed project plan required
Transport Strategic Review Items	150	400	550	175	375	0	Business Case & detailed project plan required
Street Lighting - LED Replacement Programme	1,550	1,950	3,500	3,500	0	0	Business Case & detailed project plan required
Speed Enforcement Cameras	125	0	125	125	0	0	Detailed Project Plan Required
Waste Project Progression	100	0	100	100	0	0	Detailed Project Plan Required
Pay & Display Machines - New Coin Acceptance	100	0	100	100	0	0	Detailed Project Plan Required
Parade Gardens Infrastructure for Business Development	32	0	32	32	0	0	Detailed Project Plan Required
Parks Composting	131	0	131	131	0	0	Detailed Project Plan Required
Waste Electrical Item Storage	14	0	14	0	14	0	Detailed Project Plan Required
Better Bus Fund	60	70	130	0	130	0	Detailed Project Plan Required
<b>Sub Total - Environmental Services</b>	<b>11,377</b>	<b>6,491</b>	<b>17,868</b>	<b>14,212</b>	<b>3,656</b>	<b>0</b>	
<b>Community Regeneration</b>							
<b>New/Emerging Schemes</b>							
River Corridor Fund	150	0	150	150	0	0	Detailed Project Plan Required
Wayfinding and Public Realm Improvements	100	0	100	100	0	0	Detailed Project Plan Required
Roman Baths Archway Centre	3,542	1,029	4,571	750	3,821	0	Business Case & detailed project plan

Project Title	Costs			Total 5 Year Funding			Comments
	Total 2016/2017	2017/18 Onwards	Total 5 Year Cost	Borrowing/ Capital Receipts	Grants/ External Funding	RIF / Development Funding	
	£'000	£'000	£'000	£'000	£'000	£'000	
							required
Radstock Pedestrian Bridge	174	0	174	0	174	0	Detailed Project Plan Required
Sawclose Pedestrian Highway Space	225	1,825	2,050	0	376	1,674	Detailed Project Plan Required (Development Funding includes transfers of existing funding from other schemes)
Digital B&NES	2,250	0	2,250	2,250	0	0	Business Case & detailed project plan required
Bath Quays Delivery (in addition to EDF Funding in existing programme above)	2,000	28,000	30,000	30,000	0	0	Business Case & detailed project plan required (Maximum capital allocation per Strategic Review)
<b>Sub Total - Community Regeneration</b>	<b>8,441</b>	<b>30,854</b>	<b>39,295</b>	<b>33,250</b>	<b>4,371</b>	<b>1,674</b>	
<b>TOTAL NEW &amp; EMERGING ITEMS</b>	<b>19,818</b>	<b>37,345</b>	<b>57,163</b>	<b>47,462</b>	<b>8,027</b>	<b>1,674</b>	

**Bath and North East Somerset Council  
Place Directorate Plan - 2016/17 to 2019/20**

**Finance & Resource Impacts**

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This appendix sets out the proposals for which there are specific financial, staff or property implications. The focus is on 2016/17 but indicative headline amounts are set out for future years.

**2016/17**

Type of Service Change
------------------------

**1. Income Generating Opportunities – Place**

Proposal – items starting in 16/17 only
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Requiring Capital Investment:

- Develop the Digital and WIFI network across B&NES to provide WIFI and improved connectivity across the district to generate additional incomes of £100,000 in 2016/17, potentially growing by a further estimated £1,000,000 by 2019/20;
- Bath Quays development of office, retail and residential spaces with the objective of generating substantial future year incomes estimated at £1,200,000 by 2019/20.

Requiring No Capital Investment:

- Improvement of the Visitor Economy by means of markets, pop ups and events, working closely with our Destination Management partners. This is expected to generate additional recurring income of £300,000 from 2016/17, growing in future years by a further estimated £200,000 by 2019/20;
- Alignment of the Heritage Services budgets with the approved business plan and profit targets. This is expected to generate additional recurring income of £350,000 from 2016/17, growing in future years by a further £750,000 over the following three years;
- Development of the Parks service to enable provision of wedding locations. This is expected to generate additional recurring income of £50,000 from 2016/17, growing by an expected further £50,000 in 2017/18;
- Implementation of spring water agreements. This is expected to generate additional recurring income of £30,000 from 2016/17, growing by £20,000 in 2017/18;
- Provision of building control services to North Somerset Council. This is expected to generate additional recurring income of £9,000 from 2016/17;
- Improved and increased pre application review service for Planning services. This is expected to generate additional recurring income of £13,000 from 2016/17;

- Support the development of Neighbourhood Plans and offer wider chargeable support services for grant application preparation. This is expected to generate additional recurring income of £25,000 from 2016/17;
- Increase income generated through fees & charges for use of the Council's Homesearch Scheme. This is expected to generate additional recurring income of £7,500 from 2016/17, growing by a further £22,500 over the following three years;
- Use of specialist knowledge to deliver bespoke training and development packages to other Local Planning Authorities. This is expected to generate additional recurring income of £17,000 from 2016/17; and
- Review of the Film Office services currently on offer with a view to this service becoming cost neutral over the next four years through a more commercial focus. This is expected to generate additional recurring income of £7,500 from 2016/17, growing by an expected further £60k over the following three years.

#### Impact

- Each of these initiatives is proposed in line with existing Council policies, priorities and strategies, with a view to improving the financial sustainability of the relevant services;
- Each of the proposals will have a business plan developed prior to implementation, which will include staffing, legal, equalities and risk considerations;
- Where capital investment is required these proposals will be taken through the Council's usual capital appraisal process and project planning will be undertaken;
- The Visitor Economy Improvements would have the added benefit of improving the sustainability of the Destination Management provider; and
- There could be impacts to staffing contracts and working patterns from some of these proposals, however there is no expectation at this time for staffing numbers to reduce.

#### Investment required

Capital investment will be required as follows:

- Digital B&NES will require £2.3m capital investment to put WIFI in place and upgrade fibre switches; and
- Bath Quays delivery is expected to require up to £30m of capital investment in order to optimise the return for the Council.

Place – Capital Investment to Enable Savings	2016/17	2017/18	2018/19	2019/20
	£000's	£000's	£000's	£000's
Digital B&NES	2,300			
Bath Quays Delivery	2,000	10,000	10,000	8,000
<b>Total</b>	<b>4,300</b>	<b>10,000</b>	<b>10,000</b>	<b>8,000</b>

Other projects will require some revenue investment (up to £50,000 per project) estimated to be £125,000 in total, of which £75,000 is anticipated before the end of 2016/17.



## Type of Service Change

### 2. Efficiencies – An effective Business - Place

#### Proposal – 2016/17 items only

Requiring Capital Investment:

- Extend the conversion of street lighting units to LEDs and introduce dimming technology to reduce energy consumption and maintenance costs. This is expected to result in recurring annual savings of £83,000 in 2016/17 growing to £106,000 by 2017/18; and

Requiring No Capital Investment:

- Repatriating DCLG Homeless Prevention Fund to support existing Housing services resulting in a net budget reduction. This is expected to generate budget reductions of £50,000 from 2016/17;
- Bring housing support services currently outsourced for Disabled Facilities Grant in house to maximise use of existing skills and reduce commissioning costs. This is expected to generate budget reductions of £25,000 from 2016/17;
- Reduce the Housing Renewal budget reflecting the actual demand seen for this service. This is expected to generate budget reductions of £35,000 from 2016/17;
- Reduce Administration across Community Regeneration by consolidation of the teams' administration functions. This is expected to generate budget reductions of £23,000 from 2016/17; and
- Stop printing & posting applications for Parish Consultations. This is expected to generate budget reductions of £11,000 from 2016/17.

#### Impact

- These items are expected to maximise the use of in-house skills by refocusing and increasing staffing workloads.
- There will be some staffing impact anticipated in Place from these proposals, expected in the region of 2.5 posts.

#### Investment required

Capital investment will be required as follows:

- The Street lighting and LED replacement proposal will require £3.5m investment to replacement lights and implementation of a central management system.

Place – Capital Investment to Enable Savings	2016/17	2017/18	2018/19	2019/20
	£000's	£000's	£000's	£000's
Street Lighting Proposals	1,550	1,950		

<b>Total</b>	<b>1,600</b>	<b>1,950</b>	<b>0</b>	<b>0</b>
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Other projects will require some revenue investment (up to £10,000 per project) estimated to be £20,000 in total, investment is expected before the end of 2016/17.

Additional investment of existing staff time to design new processes supported by the One Council Review method and an initial £100,000 revenue investment have been included which, depending on its level of success, may need to be repeated throughout this 4 year programme.

#### Type of Service Change

### 3. Service Redesign – Place

#### Proposal – 2016/17 items only

Requiring Capital Investment:

- A wide ranging review of the Passenger Transportation services, capital investment is expected to be required on infrastructure in order to facilitate this. This review will be jointly delivered with People & Communities services and is expected to enable savings of £368,000 in 2016/17.

Requiring No Capital Investment:

- Reduce the provision of Arts Development grants and services. This would be expected to reduce budgets by £57,000 in 2016/17, with further reductions in future years;
- Reduce the provision of Events Grants provided. This would be expected to reduce budgets by £50,000 in 2016/17; and
- Review and revise the service model for Bereavement Services. This would be expected to reduce budgets by £50,000 in 2016/17.

#### Impact

- The reduction to events grants would mean reducing the number of events which are currently financially supported by the Council; however this would be mitigated with the proposal under destination management including other mechanisms to support and advise these groups on the running of events.
- These proposals would need to be managed carefully in order to avoid negative impact to the Council's economic development and with consideration to the Cultural and Creative Strategy.
- There will be some staffing impact anticipated in Place from these proposals; the number of posts affected would be dependent on the particular service re-design options ultimately progressed.
- Service redesigns will follow the Corporate Strategy principles and focus on delivering: stronger economy and growth, better prevention, new relationships with customers and communities, and an effective business.

#### Investment required

Capital investment will be required as follows:

- The Transport proposal may require capital investment in order to deliver in the most effective way; it is anticipated that the majority of this will be delivered as part of the Transport Improvement Programme funded by grant.

<b>Place – Capital Investment to Enable Savings</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Transport Proposals	150	200	200	0
<b>Total</b>	<b>150</b>	<b>200</b>	<b>200</b>	<b>0</b>

The transport proposal is also anticipated to require some revenue investment of up to £345,000, of which £245,000 is anticipated before the end of 2016/17.

Other projects will require some revenue investment (up to £200,000 per project) estimated to be £250,000 in total, of which £200,000 is anticipated before the end of 2016/17.

#### **Type of Service Change**

### **4. Growth Avoidance – Place**

#### **Proposal**

Requiring Capital Investment:

- There is a proposal to review the service provision for Waste & Recycling collections in more detail in order to mitigate the loss of £450,000 grant in 2017/18 that is currently being received to support this service from central Government.

No Capital Investment:

- There are no proposals for Growth Avoidance in this category for the Place directorate.

#### **Impact**

- The wider impacts of this project will be clear once the review is underway and proposals for change are being put forward.

#### **Investment required**

Capital investment will be required as follows:

- The Waste service is undergoing a comprehensive review of the service with the objective to mitigate growth costs in this area. Capital expenditure has been identified at £100,000 to fund the progression of the project irrespective of the review outcome, which is expected to require further capital investment the value of which will depend on the outcome of the review underway.



## Summary – 2016/17

Place – Revenue – Recurring Net Savings Targets - Summary	2016/17
	£000's
Income Generating Opportunities	909
Efficiencies	227
Service Redesign	525
<b>Total</b>	<b>1,661</b>

Place – Capital Investment to Enable Savings	2016/17	2017/18	2018/19	2019/20
	£000's	£000's	£000's	£000's
Income Generating Opportunities	4,300	10,000	10,000	8,000
Efficiencies	1,600	0	0	0
Service Redesign	150	200	200	0
Growth Avoidance	782	1,950	0	0
<b>Total</b>	<b>6,832</b>	<b>12,150</b>	<b>10,200</b>	<b>8,000</b>

Places – One Off Revenue Investment to Enable Savings	by end of 2016/17
	£000's
Income Generating Opportunities	75
Efficiencies*	120
Service Redesign	445
<b>Total</b>	<b>640</b>

Revenue severance costs arising from fewer staff have not yet been calculated. The approach which is generally to increase income, and not reduce service levels, will in any case minimise these costs.

Capital projects not linked to the achievement of recurring revenue savings do not appear in this appendix. This appendix only summarises the capital spend linked to the above invest to save type proposals.

## Summary - 2017/18 to 2019/20

Targets have been established for the following 3 years broken down into broad headings and to be refined following;

- Further consultation; and
- Development of business cases.

Place - Revenue - Recurring Savings Targets	2017/18	2018/19	2019/20
	£000's	£000's	£000's
Income Generating Opportunities	400	1,600	1,600
Efficiencies	200	200	200
Service Redesign	500	600	800
<b>Totals</b>	<b>1,100</b>	<b>2,400</b>	<b>2,600</b>

The levels of capital and revenue investment in future years will be established in the light of consultation on proposals for future years. It is not possible to estimate all of these until more work has been done on the right solutions with appropriate internal and public consultation. Sufficient balances will need to be available set aside in reserves to enable this.

The Directorate Plan sets out the other areas that will need to be considered to achieve the above savings targets, and these include:

- Management and direction of the Destination Management arrangements;
- Priorities around Arts & Events service provisions;
- Priorities around Bereavement services;
- Direction of service objectives around Community Transportation; and
- Development, implementation and participation of the following strategies, policies, initiatives & plans:

Place-making Plan & Neighbourhood Plans.	Keynsham Implementation Plan.	Green Space Strategy.
Transport Strategies: Keynsham, Chew & Somer Valleys.	Bath City Riverside Enterprise Area Masterplan.	Waste Strategy.
Core Strategy.	River Management Plan.	Empty Homes, Affordable Housing & Homelessness Policies.
Economic Strategy.	Gambling Policy.	Highway Asset Management Plan.
Events Strategy.	Network Management Plan.	Connecting Communities Initiative.
Playing Pitch Strategy.	Cultural Plan.	Workforce Development Plans.
Leisure Strategy.	Health & Safety Policy.	

This has the potential to impact the income generating opportunities and service redesign future year proposals within the Place Directorate should this be taken forward.

<b>Bath &amp; North East Somerset Council</b>	
<b>MEETING:</b>	<b>Communities, Transport and Environment Policy Development &amp; Scrutiny Panel</b>
<b>MEETING DATE:</b>	<b>16 November 2015</b>
<b>TITLE:</b>	<b>Place and Resources Directorate Plans 2016-2020</b>
<b>WARD:</b>	All
<b>AN OPEN PUBLIC ITEM</b>	
<p><b>List of attachments to this report:</b></p> <p><b>PLEASE NOTE THIS COVER REPORT IS DUPLICATED IN THE ITEM 'DIRECTORATE PLAN FOR PLACE'.</b></p> <ul style="list-style-type: none"> <li>• Appendix 2: Resources Directorate Plan <ul style="list-style-type: none"> <li>○ Annex 1: Summary of functions of the Division</li> <li>○ Annex 2: Directorate budget summary (headline numbers)</li> <li>○ Annex 3: Draft Capital Programme 2016/17 to 2019/20</li> <li>○ Annex 4: Finance &amp; Resource Impacts</li> </ul> </li> </ul>	

## **1 THE ISSUE**

- 1.1 This report presents the Place and Resources Directorate Plans to the Panel for initial consideration and feedback as part of the Council's service planning and budget development process.

## **2 RECOMMENDATION**

The Panel is asked to:

- 2.1 Comment on the draft Place and Resources Directorate Plans and;
- 2.2 Identify any areas of feedback the panel would like to refer to the relevant Portfolio holders and Cabinet for further consideration as part of the service planning and budget development process.

## **3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)**

3.1 The resource implications are contained within the draft Directorate Plans and their appendices.

#### **4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL**

4.1 This report sets out the framework for the service planning and budget processes which lead up to the statutory and legal requirement for the Council to set a budget in February 2016. Proportionate equality analysis is being carried out on the proposals within the Directorate Plans.

#### **5 THE REPORT**

##### **Introduction**

5.1 A new Corporate Strategy was agreed by Cabinet at their meeting on 4<sup>th</sup> November 2015. It sets out the 2020 beautifully inventive vision and the Council's direction of travel over the next four years. It is shaped by and will deliver the 'Putting Residents First' manifesto commitments.

5.2 Three new Directorate Plans have also been developed. They will flow from the Corporate Strategy and set out both the strategic and financial ambitions of each Directorate and how they will deliver the Corporate Strategy commitments.

5.3 The Directorate Plans will replace Medium Term Service and Resource Plans (MTRSPs). They include, as appendices, the Directorate budget summary and details of growth and savings proposals.

##### **Performance management**

5.4 The Council will be undertaking a corporate approach to performance management in order that we can understand how we are delivering on our commitments. Performance management will be against the 4 corporate priorities (a focus on prevention, a strong economy and growth, a new relationship with customers and communities and an efficient business) as well as the outcomes in the Directorate Plans.

##### **November PDS process**

5.5 During November, the draft Directorate Plans will be presented to the Policy Development and Scrutiny (PDS) Panels. Each PDS Panel will be engaged in this process and Panels should only concentrate on the parts of the plan relevant to their own remit.

5.6 This Panel is asked to consider the implications of the draft Place and Resources Directorate Plans and make recommendations to the relevant portfolio holders and Cabinet. Where the panel wishes to either increase expenditure or reduce savings targets alternatives should be proposed.

5.7 At the meeting, the lead for each Directorate Plan will highlight those aspects of the plan that are directly relevant to the panel. The table below maps the remit of this panel to the related Directorate Plan:

<b>Communities, Transport and</b>	<b>Directorate Plan</b>
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<b>Environment PDS Panel remit</b>	
<ul style="list-style-type: none"> <li>• Transport Development (transport planning/policy, major transport infrastructure)</li> <li>• Major Transport Schemes</li> <li>• Highways, Parking and Transport</li> <li>• Leisure and Culture (Sport &amp; Active Lifestyles),</li> <li>• Natural Environment, Green Infrastructure &amp; Sustainability</li> <li>• Environmental Services</li> </ul>	<ul style="list-style-type: none"> <li>• Place Directorate Plan</li> </ul>
<ul style="list-style-type: none"> <li>• Improve the quality of life of the communities (older people and of children, young people and families) at risk and narrow the gap between the worst performing wards / neighborhood's and other areas across the district.</li> </ul>	<ul style="list-style-type: none"> <li>• Place Directorate Plan</li> <li>• Resources Directorate Plan</li> </ul>
<ul style="list-style-type: none"> <li>• Community Safety</li> <li>• Big Society/3<sup>rd</sup> Sector Funding Initiatives</li> <li>• Libraries</li> </ul>	<ul style="list-style-type: none"> <li>• Resources Directorate Plan</li> </ul>

### **Next steps**

- 5.8 A number of Budget Fair meetings have been scheduled during November in order to provide people with the opportunity to hear about the Council's financial plans for the next four years. There will be an opportunity to ask questions and feed into the discussions on the budget proposals. Further details about these events can be found here: <http://www.bathnes.gov.uk/services/your-council-and-democracy/budgets-and-spending/budget-fair-consultation-2014>
- 5.9 Following this, Cabinet will consider the feedback received and prepare the Directorate Plans for final consideration at the January PDS meetings (before being presented to Cabinet and Council for agreement in February 2016).

## **6 RATIONALE**

- 6.1 The Council is required to set a budget which identifies how its financial resources are to be allocated and utilised.
- 6.2 The attached draft Place and Resources Directorate Plans set out the context and process for the directorate's service and financial planning.

## **7 OTHER OPTIONS CONSIDERED**

- 7.1 The Directorate Plans set out a package of options that reflect the Council's Corporate Strategy, and its overarching visions and values.

## **8 CONSULTATION**

8.1 The Directorate Plans flow from the Corporate Strategy which was developed in consultation with Cabinet and Council officers. They also build on our 2020 vision which was developed in consultation with the Council, NHS, police, local businesses, fire service and voluntary sector.

8.2 Council meetings have been held with officers and cabinet members during the development of these directorate plans. Five Budget Fair meetings have also been scheduled during November in order to give partners, stakeholders and members of the public the opportunity to consider and give feedback on the range of proposals included within the plans.

## 9 RISK MANAGEMENT

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

<b>Contact person</b>	Louise Fradd, Strategic Director Place / Andrew Pate, Strategic Director Resources / Helen Edelstyn, Strategy and Plan Manager (01225 477951)
<b>Background papers</b>	<p>4<sup>th</sup> November 2015 Cabinet report: B&amp;NES Corporate Strategy 2016-2020</p> <ul style="list-style-type: none"> <li>• <a href="http://democracy.bathnes.gov.uk/documents/s38764/E2779%20Corporate%20Strategy%20cover%20report.pdf">http://democracy.bathnes.gov.uk/documents/s38764/E2779%20Corporate%20Strategy%20cover%20report.pdf</a></li> <li>• <a href="http://democracy.bathnes.gov.uk/documents/s38765/E2779zAppendix%201%20-%20BNES%20Corporate%20Strategy%202016-2020.pdf">http://democracy.bathnes.gov.uk/documents/s38765/E2779zAppendix%201%20-%20BNES%20Corporate%20Strategy%202016-2020.pdf</a></li> </ul>
<b>Please contact the report author if you need to access this report in an alternative format</b>	

## **Bath and North East Somerset Council - Resources Directorate Plan 2016/17 to 2019/20**

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### **Introduction**

This plan sets out the future direction of the Resources Directorate over the next 3 years. Legal & Democratic Services have been included within the Directorate for convenience. The Resources Directorate is one of three Directorates in the Council.

It is intended that the plan will be reviewed annually over the next 3 years. The plan contains a greater level of detail for year one. The detail for the following years will be developed as Council policy develops and will take into account consultation about the services affected. There will be a staged approach to consultation.

These plans will be considered by PDS panels in November 2015 having been developed on behalf of the Cabinet, and will inform the 2016/17 budget setting process.

### **PART ONE – CORPORATE OVERVIEW**

#### **Strategic context**

The Bath and North East Somerset 2020 vision sets out our overarching aspirations for the future including good health and wellbeing, economic growth, financial sustainability, an effective transport system and an efficient, well run Council. The vision was developed in partnership with the NHS, police, local business, education, the fire service and the voluntary sector.

***‘Bath and North East Somerset will be internationally renowned as a beautifully inventive and entrepreneurial 21<sup>st</sup> century place with a strong social purpose and a spirit of wellbeing, where everyone is invited to think big – a ‘connected’ area ready to create an extraordinary legacy for future generations’***

We are already making good progress in working towards this vision. We are a national leader in the integration of health and social care services for both adults and children and our relationship with the NHS continues to grow. Educational outcomes are good at every level and GCSE and local unemployment is low at less than five per cent. Our Connecting Families programme, working with vulnerable families, is one of the most successful in the country and the Roman Baths is one of the top most visited heritage sites in the UK.

However, we know that we need to do even more in order to be financially sustainable and deliver high quality services into the future. The landscape for public services continues to change and over the next four years we will need to adapt to accommodate the needs of a

growing local population, reduced funding from central government and new legislation that will change the way we deliver some services.

These changes, coupled with an increasing demand for many services means that we need to transform the way we deliver some services, whilst holding onto our commitment to excellence. We have identified four corporate priorities for achieving this as we move towards our 2020 vision:

- A strong economy and growth
- A focus on prevention
- A new relationship with customers and communities
- An efficient business

If we get this right we will be able to continue to provide exemplary public services for local residents.

### **Financial Context**

The previous Resource Plan covered the 3 year period of 2013/14 – 2015/16 and was in line with the existing Council budget priorities and policy framework.

Since the national and local elections in May 2015 the Government has not provided any detailed information on local government funding beyond 31 March 2016. This was not a part of the Chancellor's Emergency Budget Statement on 8 July 2015. However, the Chancellor is set to announce the national Spending Review in November leading to the Financial Settlement for Local Government sometime just before Christmas 2015.

We therefore cannot be certain about local government funding from 2016/17 onwards, although we can expect the financial challenge facing the public sector to continue throughout the period of this parliament from 2016/17 to 2019/20. The more recently announced national proposals about 100% business rates retention will not necessarily improve the financial standing of the Council as the benefits may be offset but other changes. Nevertheless it is clear that there will be an even greater positive financial incentive for local economic growth.

Whilst the scale and speed of funding reductions are not yet clear, there are a number of factors which we can identify that will impact on our funding going forwards:

- Continuing reductions in the national control total for local government funding – we assume this will be around 40% over the next four years with an element of front loading.
- A significant increase in employer's national insurance contributions to fund the new national pension arrangements – equivalent to £2.4M in 2016/17 in cash terms.

- The ongoing impact of new legislation including the Care Act 2014 and the cost of adult social care.
- The need to provide for future pay inflation.
- The potential impact of changes to interest rates and the revenue cost of meeting the Council's full borrowing requirement.
- The level of inflationary and demographic cost pressures.

The initial Financial Planning work to look at the future scale of this financial challenge for the Council originally estimated that the likely savings, or additional income required, would be around £38M for this 4-year period. The position has been reviewed in light of both local and national decisions and announcements resulting in a reduction in the estimated financial planning target to just over £30M. Given the scale of savings already achieved in the current Medium Term Financial Plan and Budget, it is likely that future savings will require some prioritised changes to Council services.

As part of this, the decision of Council to make a contribution of £1.5 million from reserves to meet an on-going revenue budget gap in the 2015/16 budget has been addressed during the current financial year. It is too early to accurately predict the full financial impact of the Government's Spending Review and related financial risks, although these have been assessed and may give rise to further savings requirements.

A rigorous process is being applied to support the development of the Council budget and medium term financial planning process going forwards, including a review of both the Council's revenue budgets and the current Approved Capital Programme.

The Cabinet will therefore seek to put in place these new Directorate Plans to establish a new Medium Term Financial Plan to cover the four years from 2016/17 to 2019/20 and will consider a range of options to make savings, explore new models of service delivery, deliver innovation and efficiency, and generate additional income.

A Strategic Review has been taking place to do just this, covering the four strategic priorities. The Review considers spending across the Council to ensure efficiency savings and income generation opportunities are maximised ahead of reductions to Council services. The outputs from this review are reflected in the Directorate Plans.

The specific financial aspects of the proposals for this Directorate are set out in Appendix 4 – Finance & Resource Impacts.

## **PART TWO – DIRECTORATE PLAN**

### **Directorate summary**

The Resources Directorate led by the Strategic Director – Resources provides:

- A strategic lead for Council in terms of: strategic partnerships, understanding of needs, customer insights, communications, organisational development, resource planning, budget and Council Tax setting, policy development and scrutiny reviews, equalities plus community engagement and sustainability initiatives.
- A delivery lead: for customer contact through all channels including One Stop Shops and libraries, registrars, Council Connect, plus through the web and social media.
- A delivery lead: for Council Tax and Business Rates collection, Housing Benefits, commercial and corporate property estates, and major capital projects, plus trading services including community meals, school meals, cleaning and printing.
- A range of internal support services including: transactional and advice services for HR, health and safety, finance, procurement, audit and assurance, ICT plus facilities management and property transactions.

The Directorate has 4 divisions with each led by a Divisional Director. A chart summarising the functions in each division is attached. It also shows which Cabinet portfolio holder and Policy Development and Scrutiny Panel they report to.

In addition the Directorate manages:

- The Avon Pension Fund which supports over 200 employers and 95,000 members including the 4 Unitary Councils, academy schools, further and higher education, the fire authority, town & parish councils, community admission bodies and transferee admission bodies in the West of England.
- West of England office and LEP 'accountable body' functions including employment of the lead staff, the commercial investment and grant giving functions (RIF, RGF etc.) and the City Deal economic development fund.

Legal & Democratic services, including elections, are outside of the Directorate and report to the Chief Executive. The Resources Department works closely with these services and the Head of Service attends the Resources Management Team.

The Directorate has led various change and efficiency programmes including: 10 in 100 organisational development, workplaces and flexible working, new ICT strategy and systems rationalisation, service reviews and Customers First initiative, think local procurement strategy, and rationalisation of management arrangements. Some shared service arrangements have also been established such as for research, payroll and audit, but also the One Stop Shops are shared with other local public services and voluntary organisations.

There has been a strong emphasis on savings and increased income, and the Directorate has delivered - through its own budgets or corporate budgets under its stewardship - over 50% of the Council's total savings over the last 3 years. The Directorate's own budgets reduced by 20% over that period. This has been achieved through extra income and efficiencies, a new treasury management strategy, simpler processes, better use of ICT and greater centralisation of some support arrangements. The services in Resources now all benchmark well with other Councils, with the exception of libraries, which remains more expensive than the average.

### **Main report: Directorate intentions**

The next four years will be challenging but will provide some opportunities. The Directorate's strategic intentions are set below against the Council's 4 corporate priorities:

- **A strong economy and growth**

We will:

- Manage the finances and investment process for the City Deal on behalf of the West of England (WoE), which is allowing us to keep 100% of growth in business rates in the Enterprise Area - and each of the other 3 Unitary Authorities (UAs) to do the same in the equivalent Enterprise Areas and Zone.
- Collaborate with the 3 other UAs to develop a further devolution proposal with an appropriate "payment by results" mechanism to reward the participating Councils (with protection from risk for B&NES depending on the level of participation) in infrastructure projects designed to stimulate economic growth and provision of housing.
- Continue to support regeneration initiatives by providing timely advice, and by continuing to successfully manage the commercial estate (which includes about half of the retail estate in Bath city centre, is one of the most successful retail destinations in the country, and has a gross rental income that benefits the Council and is set to rise to £16M over the life of the plan).
- Complete the marketing and letting of the new retail units in the Civic Centre development in Keynsham which is already acting as a catalyst for confidence and further development in the area.

- **A focus on prevention**

We will:

- Support the financial aspects of the Care Act and the Your Care Your Way programme especially provision of financial support and implementation of new ICT.
- Continue to invest in sustainable energy initiatives including Energy @ Home to provide insulation and energy saving measures (partly funded by Government grant), plus sustainable energy projects in partnership with Bath & West Community Energy.
- Inform local planning policy on sustainability issues, develop a new sustainability strategy and possibly create a local energy tariff. Also reduced energy use in council buildings and reduced staff travel by further embedding flexible working practices.
- Carry out the One Council Reviews programme in collaboration with the relevant service and department, using "lean systems thinking" principles, which encourage prevention of

demand plus a greater focus on priorities, and introducing a digital approach with customer self-service wherever this makes sense.

- Continue to work closely with the DWP on welfare reform and provide free access to the internet and training in libraries, including for those that can't access Government services online at home.
- Continue to work with the Police on local community safety initiatives.
- Continue to operate the emergency planning service and integrate even more strongly with the Police who will use the control room plus locate their front of office staff in the Council One Stop Shops.
- **A new relationship with customers and communities**

We will:

- Lead the Connecting Communities initiative, which is helping services to focus on what communities most need, partnership working with parishes, but also enabling communities to do more for themselves.
- Provide advice and information through an integrated approach using the One Stop Shops and libraries, but also working closely with the Connecting Families initiative and supporting DWP and welfare reform.
- Review delivery roles such as for libraries so through a community led approach the role of libraries can be broadened so they become community hubs whilst also achieving necessary savings.
- Integrate the Registrars function into Customer Services and also develop further related income generation opportunities.
- Align schools meals service with the changing needs of schools, and in the case of community meals, the changes to service provision that emerge from the Your Care Your Way consultation.
- Continue to support community asset transfers where this can be achieved without excessive cost the Council and where community benefits clearly arise.
- Review the local Council Tax support scheme for 2017/18 to achieve greater simplicity, better targeting of support, and alignment with changes arising from Welfare Reform.
- **An efficient business**

We will:

- Reduce net Resources budgets by at least a further 15% and wherever possible this will be achieved through additional income or efficiencies that don't adversely affect the quality of support services, or front line services.
- Push for greater Income generating initiatives to achieve these net savings, such as through the commercial estate, sustainable energy initiatives, and through the creation of a new property company to deliver housing.
- Review commissioning intentions across the Council to identify opportunities to focus on key objectives and achieve economies.
- Provide organisational development to support the changing needs of the Council.
- Deliver further efficiencies by extending and renewing the existing efficiency programmes.



- Carry out the One Council Reviews programme in collaboration with the relevant service and department, using “lean systems thinking” principles, which encourage prevention of customer demand plus a greater focus on priorities, and introducing a digital approach with customer self-service wherever this makes sense
- Develop the governance arrangements for the Avon Pension Fund which from July 2015 has been accountable through its committee to a new independent Pensions Board.
- Explore options for combining the investments of the various Local Authority pension funds in the South West (the Avon fund has approximately £3Bn of investments).
- Explore further opportunities to collaborate better with other public sector partners.

This means the Directorate plan will contribute fully to the corporate drive for a strong economy and growth, better prevention, new relationships with customers and communities, and an effective business.

The work that will continue for the LEP and the lead role for the financial arrangements for the economic development fund within City Deal supports the drive for growth. There will also be a push for Business Rates maximisation with more rigorous checks to ensure all income entitlements are identified and collected.

## **Risk**

Capacity will be stretched, not least because substantial management savings have already been taken, but the ambition to achieve excellence remains, by meeting the financial challenge with minimal reduction in service outcomes.

There will be a requirement for investment in the proposed income generating opportunities. There is an interest rate risk until the borrowing is locked into longer term fixed rates. A new LA company structure will be required to minimise the trading risks.

As services are better targeted, equalities issues need to be considered. As more digital services are used those that require other methods of communication need to be protected.

There is always the risk that efficiency savings will in future be hard to deliver, but targets have been reviewed to reflect the existing levels of efficiency, and opportunities seen elsewhere in the public sector.

## **Performance Management**

Key performance measures will include;

- Council Tax and Business Rates collection levels
- Profitability of new and existing income generating ventures
- Customer satisfaction (internal and external) and public opinion surveys
- Delivery of capital and other projects to agreed targets

- Various compliance indicators such as external audit opinion
- Achievement of various operational targets
- Delivery of Directorate plan

This Directorate is largely free of national performance indicator targets.

### **PART THREE: DIRECTORATE RESOURCE PLAN**

The Directorate's financial strategy is to deliver the changes set out in the previous section in accordance with the budget summary, impact statement, and capital programme attached.

The lead role for finance is carried out within this Directorate by the Divisional Director for Business Support, who is the S151 officer, and responsible for the corporate finance strategy.

In terms of workforce it is expected that the number of posts will remain relatively constant and there will be a shift in skills requirements towards commercial skills. Partnerships with external commercial organisations, especially in finance, will be developed to support this. For capital project delivery external expertise will continue to be bought in to enable a flexible approach and to minimise overheads.

The property needs of the whole Council will continue to be reviewed and flexible working will be further developed to help provide better integrated services, and enable key partners to be accommodated. The main opportunities to rationalise the corporate estate (mainly offices) have already been taken. Further integration with health may provide opportunities as the Your Care Your Way initiative progresses.

### **Appendices**

1. Summary of functions of each Resources Division
2. Directorate budget summary (headline numbers)
3. Draft Capital Programme 2016/17 to 2019/20
4. Finance & Resource Impacts

## Strategic Director Resources, Andrew Pate

### Business Support

*Chief Finance Officer*

*Tim Richens*

Finance

Pensions

Payroll & People Services

ICT

Procurement

Internal Audit, Risk & Assurance

Information Governance

Revolving Infrastructure & Regional Growth Funds

### Customer Services

*Ian Savigar*

Council Connect (MV)

Libraries (MV)

Council Tax

Business Rates

Council Tax Support (Benefits)

Welfare Reform

Emergency Planning & Business Continuity

### Strategy & Performance

*David Trethewey*

Policy Co-ordination (TW)

Public Service Partnerships (TW)

Connecting Communities (MV)

Communications (TW)

Performance Management (TW)

Human Resources

Health & Safety

Equalities

Sustainability (MV)

### Property & Project Delivery

*Derek Quilter*

Capital project delivery-several major schemes (Cabinet)

Property Maintenance delivery

Programme & project support

Commercial Estate

Corporate Estate

Facilities Management

Asset Management & Property Transactions

Print, cleaning & catering traded services

#### Key:

Resources PDS Panel remit except where coloured grey

Portfolio holder Charles Gerrish except where indicated otherwise.

*NB Legal and Democratic Services also falls within Resources PDS remit.*

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## Appendix 2

### Resources including Legal & Democratic Services - Analysis of Headline Numbers

Service	2015-16				2016-17 Budget			
	Gross £'000	One off changes £'000	Net Budget £'000	Net Budget £'000	Growth £'000	Savings £'000	Gross £'000	Net £'000
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Customer Services</b>	<b>6,505</b>		<b>3,869</b>	<b>3,869</b>	<b>51</b>	<b>(120)</b>	<b>6,437</b>	<b>3,800</b>
Customer Services	4,892		2,394	2,394	38	(120)	4,810	2,311
Libraries & Information	1,808		1,670	1,670	14		1,822	1,684
Hsg / Council Tax Benefits Subsidy	(195)		(195)	(195)			(195)	(195)
<b>Business Support</b>	<b>10,939</b>	<b>(279)</b>	<b>7,750</b>	<b>7,470</b>	<b>183</b>	<b>(300)</b>	<b>10,822</b>	<b>7,353</b>
Information Technology	5,160	(115)	4,248	4,133	104	(280)	4,984	3,957
Business Financial & Pensions	2,052		1,503	1,503	35		2,087	1,538
Corporate Finance	513		264	264	2		515	266
Service Finance	1,633		719	719	33		1,667	753
Audit, Risk & Assurance Services	1,325	(164)	871	706	10	(20)	1,315	696
Procurement	255		145	145			255	145
<b>Property &amp; Project Delivery</b>	<b>17,540</b>	<b>200</b>	<b>(6,619)</b>	<b>(6,419)</b>	<b>238</b>	<b>(980)</b>	<b>16,797</b>	<b>(7,162)</b>
Corporate Estate	6,291	258	4,681	4,939	175	(330)	6,135	4,783
Commercial Estate	2,000	(58)	(14,093)	(14,151)		(450)	1,550	(14,601)
Property & Project Delivery Teams	4,510		2,905	2,905	39	(200)	4,349	2,745
Print	360		(52)	(52)	1		361	(51)
Catering	3,639		28	28	17		3,656	45
Cleaning	740		(88)	(88)	6		746	(82)
<b>Strategy &amp; Performance</b>	<b>5,171</b>	<b>(256)</b>	<b>3,422</b>	<b>3,166</b>	<b>37</b>		<b>5,209</b>	<b>3,204</b>
Community Services	1,842	(256)	1,525	1,269			1,842	1,269
Corporate Services	1,410		1,333	1,333	37		1,448	1,370
Human Resources	1,919		565	565			1,919	565
<b>Legal &amp; Democratic Services</b>	<b>3,439</b>	<b>(220)</b>	<b>1,678</b>	<b>1,458</b>	<b>4</b>		<b>3,443</b>	<b>1,462</b>
Legal Services	1,444		(258)	(258)	4		1,448	(255)
Democratic Services	1,994	(220)	1,936	1,716			1,994	1,716
<b>Total for Resources Cashlimits only</b>	<b>43,594</b>	<b>(555)</b>	<b>10,099</b>	<b>9,544</b>	<b>513</b>	<b>(1,400)</b>	<b>42,707</b>	<b>8,657</b>

<b>Corporate Items</b>				
Additional Business Rate Collection (Improved Tax Base)		(250)		
Service Supported Borrowing		(1,000)		
Parish Grants - Local Council Tax Support Scheme		(41)		
<b>Total Corporate Items</b>		<b>(1,291)</b>		
<b>Grand Total</b>	<b>513</b>	<b>(2,691)</b>		

2016/17 DIRECTORATE PLAN GROWTH ASSUMPTIONS		16/17 Inflation £'000
Pay costs - 1% per annum; inclusive of any incremental increases & Members Allowances		223
Inflation & contracts - Super inflation on Utilities		146
Business rates inflation		29
IT supply chain		85
Insurance Premium Tax		30
<b>TOTAL GROWTH</b>		<b>513</b>

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## Appendix 3 – Draft Capital Programme 2016/17 – 2019/20

### 1. Existing Programme Items

Project Title	Cost			Total 5 Year Funding			Comments
	Total 2016/2017	2017/18 Onwards	Total 5 Year Cost	Borrowing/ Capital Receipts	Grants/ External Funding	RIF / Development Funding	
	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Property Services</b>							
<b>Full Approval</b>							
Roseberry Place	10	0	10	10	0		
1 - 3 James Street West	15	0	15	15	0		
<b>Provisional Approval</b>							
Corporate Estate Planned Maintenance	1,357	4,071	5,428	5,428	0		Annual detailed Project Plan Required
Council Property Equality Act Works	100	300	400	400	0		Annual detailed Project Plan Required
Disposals Programme (Minor)	100	300	400	400	0		Annual detailed Project Plan Required
<b>Sub Total - Property Services</b>	<b>1,582</b>	<b>4,671</b>	<b>6,253</b>	<b>6,253</b>	<b>0</b>	<b>0</b>	
<b>Support Services</b>							
<b>Full Approval</b>							
Desktop As a Service - VDI Technology	0	225	225	225	0		
<b>Sub Total - Support Services</b>	<b>0</b>	<b>225</b>	<b>225</b>	<b>225</b>	<b>0</b>	<b>0</b>	
<b>TOTAL RESOURCES</b>	<b>1,582</b>	<b>4,896</b>	<b>6,478</b>	<b>6,478</b>	<b>0</b>	<b>0</b>	

## 2. New & Emerging Items

Project Title	Cost			Total 5 Year Funding			Comments
	Total 2016/2017	2017/18 Onwards	Total 5 Year Cost	Borrowing/ Capital Receipts	Grants/ External Funding	RIF / Development Funding	
	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Property Services</b>							
<b>New/Emerging Schemes</b>							
Commercial Estate Investment	5,000	10,000	15,000	15,000	0		Business Case & detailed project plan required
Property Company Investment	4,893	15,107	20,000	20,000	0		Business Case & detailed project plan required
Print Services - Equipment Investment	300	0	300	300	0		Business Case & detailed project plan required
<b>Sub Total - Property Services</b>	<b>10,193</b>	<b>25,107</b>	<b>35,300</b>	<b>35,300</b>	<b>0</b>	<b>0</b>	
<b>Support Services</b>							
<b>New/Emerging Schemes</b>							
Communications Hub	156	20	176	100	76		Business Case & detailed project plan required
<b>Sub Total - Support Services</b>	<b>156</b>	<b>20</b>	<b>176</b>	<b>100</b>	<b>76</b>	<b>0</b>	
<b>Strategy &amp; Performance</b>							
<b>New/Emerging Schemes</b>							
Energy Services Investment	750	2,250	3,000	3,000	0		Business Case & detailed project plan required
<b>Sub Total - Strategy &amp; Performance</b>	<b>750</b>	<b>2,250</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	
<b>TOTAL NEW &amp; EMERGING ITEMS</b>	<b>11,099</b>	<b>27,377</b>	<b>38,476</b>	<b>38,400</b>	<b>76</b>	<b>0</b>	



**Bath and North East Somerset Council  
Resources Directorate Plan - 2016/17 to 2019/20**

**Finance & Resource Impacts**

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This appendix sets out the proposals for which there are specific financial, staff or property implications. The focus is on 2016/17 but indicative headline amounts are set out for future years.

**2016/17**

Type of Service Change
------------------------

**1. Income Generating Opportunities – Resources**

Proposal
----------

- Create a new Property Company to provide market rate housing to rent on council owned land, vacant accommodation above shops, and also using housing properties returning to the Council as a result of the housing transfer agreement with Curo (mainly flats above shops).
- Develop opportunities to extend the Energy @ Home initiative and to potentially link this with a local energy tariff which provides greater local choice, a local return for the Council and better prices including for those on energy meters.
- Invest in energy saving projects in the community that generate a guaranteed financial return, either directly, or through the Council’s partner Bath & West Community Energy.
- Research opportunities for additional initiatives, such as district heating, and the creation of an energy company.
- Develop increased income from the Commercial Estate by continuing to invest in higher returning assets, rent reviews, disinvestment in lower returning assets, and also reducing the revenue impact of borrowing by the creation of capital receipts.
- Enhance the role of the CCTV service and the communications hub to support a wider selection of partners but also moving the entire service onto a self-financing basis.
- Continue to benefit from the profit share agreement with Bath Thermae Spa.
- Develop the internal audit partnership with North Somerset and hosted by B&NES to include other local authorities and public sector partners, then to create a trading company.
- Benefit from the third tier of growth achieved by City Deal across the WoE if it achieves above the target levels expected for the Economic Development fund and the £0.5Bn expected to accrue to that fund over the area from increased business rates (additional locally retained share) over 25 years (as agreed with government).

## Financial Targets – Net Savings – Reduced Costs & Extra Income

Resources Targets – Net Recurring Savings	2016/17	2017/18	2018/19	2019/20	Total
	£000's	£000's	£000's	£000's	£000's
Property company	75	225	150	200	650
Energy		90	10	75	175
Commercial Estate	375	375	375	125	1250
CCTV	50	200	50	50	350
Thermae Spa profit share		150			150
Internal Audit	20	20	20	20	80
City Deal		45	80	60	185
	<b>520</b>	<b>1105</b>	<b>685</b>	<b>530</b>	<b>2840</b>

## Impact

- Each of the above initiatives will complement existing Council policies and strategies and increase the impact of the relevant services whilst also achieving a return.
- A detailed business plan is being developed for each of these and will include staffing impacts as well as legal issues and proposals for the management of risk. Equalities issues will also be considered.
- The Property Company to deliver housing will also need to comply with Council policies for the creation of affordable homes arising from planning policy for new developments, and aspects of the company operations will need to be in partnership with expert agents and advisers.
- The City Deal already has provision for an income share if the targets for the creation of business rates for the economic development fund are exceeded.

## Investment required

- The Property Company to deliver market rate housing is expected to require up to £20M of capital investment but each investment will require its own business case. The set up cost for the company is already covered in the 2015/16 budget.
- The energy initiatives may require up to £3M of capital investment and again each investment will require its own business case. In addition £100K of revenue is estimated to be required to set up the various investments and joint ventures with appropriate due diligence.
- The commercial estate is estimated to require £15M of capital investment and a small annual sum for external advice to support the investment strategy.
- The CCTV service is estimated to require a revenue investment of up to £ 100K to establish and develop the business case and possibly create a company structure, plus market and

develop the service. Some limited capital costs of £100K are anticipated to improve monitoring equipment and networks.

- The Thermae Spa profit share is already established and grows as income grows. The recent acquisition of the Spa by YTL is enabling a growth in this income.
- The internal audit company is the next stage of development after the initial partnership has grown to include one or more additional partners. Discussions are taking place initially at a West of England level. The company will probably not be up and running until 2017/18.
- City Deal capital investments are dealt with as part of the Place Directorate Plan as those schemes that impact on B&NES are infrastructure and regeneration schemes such as investment in flood prevention and the development of the Bath Enterprise Area. These investments are funded by the Economic Development fund. That fund already exists, grows as business rates grow, and on behalf of the WoE and the LEP, is operated by Resources in B&NES.

<b>Resources – Capital Investment to Enable Savings</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Property Company	5000	7500	7500	
Energy	750	750	750	750
Commercial Estate	5000	5000	5000	
CCTV	100			
<b>Total</b>	<b>10850</b>	<b>13250</b>	<b>13250</b>	<b>750</b>

<b>Resources – One Off Revenue Investment to Enable Savings</b>	<b>2016/17</b>
	<b>£000's</b>
Property company (already funded)	0
Energy	100
Commercial Estate	25
CCTV	100
	<b>225</b>

## Type of Service Change

## 2. Efficiencies – An effective Business - Resources

### Proposal – 2016/17 items only

- Achieve reduced operating costs by continuing to reduce the corporate estate where assets become redundant or can be consolidated. Limited notional target as Workplaces has delivered the big savings already. £50K additional savings.
- Reallocate costs to capital in Property & Project Delivery to align more closely with Council wide approach. £100K. Reduced PP&D staffing following recent management restructure £100K saving.
- Align the Welfare Support and Connecting Families programmes and develop payments by results proposal for DWP support. £70K saving.
- Reduce ICT staff resources following successful insourcing and establishment of new staff structures and ways of working. £280K saving. If trading opportunities arise for ICT including additional support for local partners this could be an alternative.
- Generating additional business rates income by greater due diligence and investigation of tax base noting that this now directly impacts on the Council. £250K income (increasing to £500k in the following year).

### Impact

- Each of the above protects services and potentially improves them. No staffing impacts expected.

### Investment required

- Only of existing staff time to design new processes supported by the One Council Review method and team which requires project by project funding. To allow for the latter an initial notional allocation of £250K has been made which, depending on its level of success, may need to be repeated throughout this 4 year programme.
- An allocation of £200K is required to initiate work on consultation and service redesign that will occur in future years
- An allocation of £200k is required to fund the additional work on business rates income generation. This may need to be repeated in future years depending on the level of success.

#### Type of Service Change

### 3. Refinancing – Resources

#### Proposal – 2016/17 items only

- Refinancing the element of the workplaces programme funded from the invest to save element of the general reserve, thereby removing the need for a payback and replacing this with an early release of the annual direct property related savings. £280K initially which will be repeated in the following financial year.
- Develop new approach to borrowing avoiding service recharges and replacing this with corporate approach. £1M net saving.
- Phasing out Parish Grants which were introduced to provide transitional relief for Parish Councils following the replacement of Council Tax Benefits with Council Tax Support. £42K saving and other amounts over the next 3 years.

#### Impact

- The workplaces refinancing requires the use of earmarked reserves of £ 2.23m to permanently remove the payback requirement. The project has already successfully achieved its main objectives and is almost complete. This is simply a financing change.
- The new approach to financing capital spend has a short term but recurring benefit and requires a disciplined approach to capital approvals that fully recognises revenue implications. The change does not affect the Council's exposure to interest rate changes which remains in the medium term.

#### Investment required

- No new investment required for this set of changes just the use of £2.23m earmarked reserves to refinance an element of Workplaces as above.

<b>Type of Service Change</b>
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## **4. Service Redesign – Resources**

<b>Proposal</b>
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- There are no proposals for 2016/17.

<b>Impact</b>
---------------

- nil

<b>Investment required</b>
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- nil

Service redesign will follow the Corporate Strategy principles and focus on delivering: stronger economy and growth, better prevention, new relationships with customers and communities, and an effective business. In the Resources Directorate plan, to enable time for design and consultation, this category of change starts later in the programme as set out below.

## Summary – 2016/17

Resources – Revenue – Recurring Net Savings Targets - Summary	2016/17
	£000's
Income Generating Opportunities	520
Efficiencies	850
Refinancing	1321
Service Redesign	0
<b>Total</b>	<b>2691</b>

Resources – Capital Investment to Enable Savings	2016/17
	£000's
Income Generating Opportunities	10850
Efficiencies	0
Refinancing	0
Service Redesign	0
<b>Total</b>	<b>10850</b>

Resources – One Off Revenue Investment to Enable Savings	2016/17
	£000's
Income Generating Opportunities	225
Efficiencies	650
Refinancing *	0
Service Redesign	0
<b>Total</b>	<b>875</b>

Note\* - The refinancing of Workplaces requires the allocation of £2.23m of earmarked reserves rather than waiting for the revenue payback to accumulate at a rate that has already been established and would take six years.

Revenue severance costs arising from less staff have not yet been calculated. The approach which is generally to increase income, and not reduce service levels, will in any case minimise these costs.

Capital projects **not** linked to the achievement of recurring revenue savings **do not** appear in this appendix. This appendix only summarises the capital spend linked to the above income-generating invest to save type proposals.

## Summary - 2017/18 to 2019/20

Targets have been established for the following 3 years broken down into broad headings and to be refined following;

- Further consultation
- Development of business cases

<b>Resources - Revenue - Recurring Savings Targets</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Income Generating Opportunities	1105	685	530
Efficiencies	650	250	200
Refinancing	338	41	41
Service Redesign	170	100	800
<b>Totals</b>	<b>2263</b>	<b>1076</b>	<b>1571</b>

The levels of capital and revenue investment in future years will be established in the light of consultation on proposals for future years. It is not possible to estimate all of these until more work has been done on the right solutions with appropriate internal and public consultation. Sufficient balances will need to be available set aside in reserves to enable this.

The Directorate Plan sets out the other areas that will need to be considered to achieve the above savings targets.

- Council Tax Support scheme
- Libraries and their role in local communities alongside their role as a place where public agencies can combine including through a mobile presence
- Development of digital services and platforms so that the public can better self-serve with mediated help where required
- Progression from Housing Benefits administration to working with the DWP on Universal Credits linked to integrated advice and support
- Payroll & HR following roll out of new system (which is shared with North Somerset)
- Further internal integration of income and debt transactional services
- Improvements to commissioning to evolve the Think Local strategy
- Business partnering to make best use of external professional support and achieve better value for money by achieving a mix better designed for the future needs of the Council

Service redesign will follow the Corporate Strategy principles and focus on delivering: stronger economy and growth, better prevention, new relationships with customers and communities, and an effective business.



<b>Bath &amp; North East Somerset Council</b>		
<b>MEETING</b>	<b>Communities, Transport and Environment</b> <b>Policy Development &amp; Scrutiny Panel</b>	
<b>MEETING DATE:</b>	<b>16<sup>th</sup> November 2015</b>	<b>EXECUTIVE FORWARD PLAN REFERENCE:</b>
		N/a
<b>TITLE:</b>	<b>Climate Change: progress, opportunities, challenges</b>	
<b>WARD:</b>	All	
<b>AN OPEN PUBLIC ITEM</b>		
<b>List of attachments to this report:</b> N/a		

## **1 THE ISSUE**

- 1.1 To provide a progress update on the Council's work to tackle climate change and achieve carbon reduction, including its community leadership role through the Bath & North East Somerset Environmental Sustainability Partnership (ESP), noting the current policy context, opportunities and challenges. This report provides an outline which will be expanded upon through a presentation at the Panel meeting.

## **2 RECOMMENDATION**

- 2.1 To note the progress made against the B&NES Environmental Sustainability & Climate Change Strategy, the Core Strategy and corporate targets, noting in particular some of the excellent, award-winning projects highlighted.
- 2.2 To note the current policy context, challenges and opportunities for further delivery in B&NES over the next few years.
- 2.3 To continue to support the work of the Environmental Sustainability Partnership to enable implementation and the delivery of further community and corporate co-benefits.

## **3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)**

- 3.1 Costs of continuing support to the ESP are managed within existing budgets and efficiency savings identified through initiatives are built into budgets moving forward.
- 3.2 Opportunities & challenges are each financially assessed as required.

## **4 STATUTORY CONSIDERATIONS**

- 4.1 The Climate Change Act 2008 put in place binding national carbon reduction targets to decrease carbon emissions by 80% by 2050. Local authorities are expected to perform a community leadership role to enable local communities to contribute to this target.
- 4.2 Local authorities also have a range of duties and powers to improve health and reduce inequality. In particular, the Housing Act 2004 places a duty on councils to address 'cold hazards' in homes, the impact of which have been estimated to cost around £3.8m pa to local health services.

## **5 THE REPORT**

### **Progress**

- 5.1 The B&NES Environmental Sustainability Partnership, established in 2010, oversees work on climate change across all sectors in B&NES through enabling reductions in carbon emissions and a shift towards a low carbon economy, whilst maximising community resilience, health & well-being and local economic benefits.
- 5.2 Since 2010, good progress has been made across the range of ESP themes, particularly in domestic energy efficiency, public sector energy efficiency and renewable energy installation, community renewable energy strategy and delivery and, most recently, local food strategy & partnership development.
- 5.3 Carbon emissions have reduced by 22% since 2005, against the ESP community target of 45% by 2029 (which is in line with the national carbon reduction targets referred to above).
- 5.4 Highlights include:
  - The award-winning Keynsham Civic Centre - cutting carbon/energy use by 90% and saving the authority £140k pa on energy bills and representing a national first for public sector buildings;
  - Bath & West Community Energy (BWCE) Cooperation Agreement – enabling solar roof installation on 6 local schools, plus other 'community energy' projects leading to 7.3MWe installed capacity and awards for both BWCE and the Council;
  - The LED Street-lighting Replacement Programme – another national first that is saving Council £250k pa;
  - The establishment of the B&NES Energy at Home scheme - winning £800k from the Green Deal Communities Fund (Department of Energy & Climate Change) to provide top-up grants to local householders, including the fuel poor, to enable energy efficiency improvement. To date, almost half of this

fund is either spent, committed to agreed household projects or allocated to those in the pipeline.

## **Policy & Market Context**

- 5.5 Changes to the government's Green Deal scheme have caused uncertainty in the market. The consequent Bonfield Review of home energy efficiency is due to report in March 2016 and energy efficiency is a stated DECC priority, particularly for the fuel poor, and it is expected that the review will recommend a greater role for local authorities.
- 5.6 Changes to renewable energy market incentive schemes from January 2016, have also caused market instability and debate about the likely impact. The Council has a particular concern about the impact on 'community energy', which brings proven community benefits through share ownership and income for community schemes such as rural broadband. The Council has participated in the government consultation.
- 5.7 New entrants to the energy market, challenging the Big 6, are opening up potential opportunities for local authorities and community organisations to enable greater local control of energy services.
- 5.8 These changes are currently having a less negative impact in B&NES than has been reported in some other places. We think our resilience is due to a number of factors, such as:
- The ESP's scope and membership enables a strong and flexible approach to change;
  - The Energy at Home project provides a relatively robust model to respond to market developments and provide good quality customer service;
  - Our research into 'energy services', plus the local track record in community energy project delivery, is enabling us to identify the right approach to developing energy services for B&NES.

## **Opportunities & Challenges**

- 5.9 The B&NES Energy at Home scheme puts us in a good position to exploit opportunities that arise as a result of the government's Bonfield Review.
- 5.10 Enabling further 'community energy' projects is challenging in the current climate, but there are fresh market opportunities and technology developments that provide new opportunities to deliver better energy services to local residents.
- 5.11 The recent development of the B&NES Local Food Partnership & Strategy is helping to create new opportunities to take local action on food.
- 5.12 Whilst local action to increase flood protection is good, it is proving more difficult to make a business case for investment in other climate change adaptation measures that could increase local resilience to inevitable climate changes.

## **6 RATIONALE**

6.1 It is estimated that the actions of local authorities, their partners and communities can affect around 50% of carbon emissions, with the rest requiring action at national level. The Council's approach has demonstrated that appropriate community leadership is having a real impact on local carbon emissions.

## 7 CONSULTATION

7.1 The ESP Board positively received a similar report on progress and the strategic approach to environmental sustainability and climate change at its last meeting on 13 October. The Board is chaired by Cllr Martin Veal and has cross-party member representation, as well as senior officers from the Council and a range of partners in the community.

7.2 Cllr Martin Veal and Andrew Pate have been consulted on the report and presentation.

## 8 RISK MANAGEMENT

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

<b>Contact person</b>	<i>Jane Wildblood, Corporate and Community Sustainability Manager. Tel: 01225 477685</i>
<b>Background papers</b>	The ESP Strategy can be found: <a href="http://www.bathnes.gov.uk/services/neighbourhoods-and-community-safety/working-partnership/environmental-sustainability-partne">http://www.bathnes.gov.uk/services/neighbourhoods-and-community-safety/working-partnership/environmental-sustainability-partne</a>
<b>Please contact the report author if you need to access this report in an alternative format</b>	

**Communities, Transport and Environment  
Policy Development & Scrutiny Panel - 16<sup>th</sup> November  
2015**

**Climate Change: progress,  
opportunities, challenges**

**Jane Wildblood, Corporate and Community Sustainability  
Manager**

# Presentation format

- Vision & Ambition
- Progress and achievements
- Context
- Opportunities & Challenges

Bath & North East Somerset Environmental Sustainability Partnership

## Environmental Sustainability & Climate Change Strategy 2012-2015



## Vision & Ambition:

‘We will lead B&NES to an environmentally sustainable, low carbon future that is resilient to the expected changes to our climate.’

‘We want B&NES to be a leader in green innovation and achievement.’

# The Strategic Approach

## 1. Partnership working

- Bringing together the right people

## 2. Community enablement

- Supporting residents and community groups to achieve their aims

## 3. Leading by example

- Council and partners taking bold actions to lead and influence



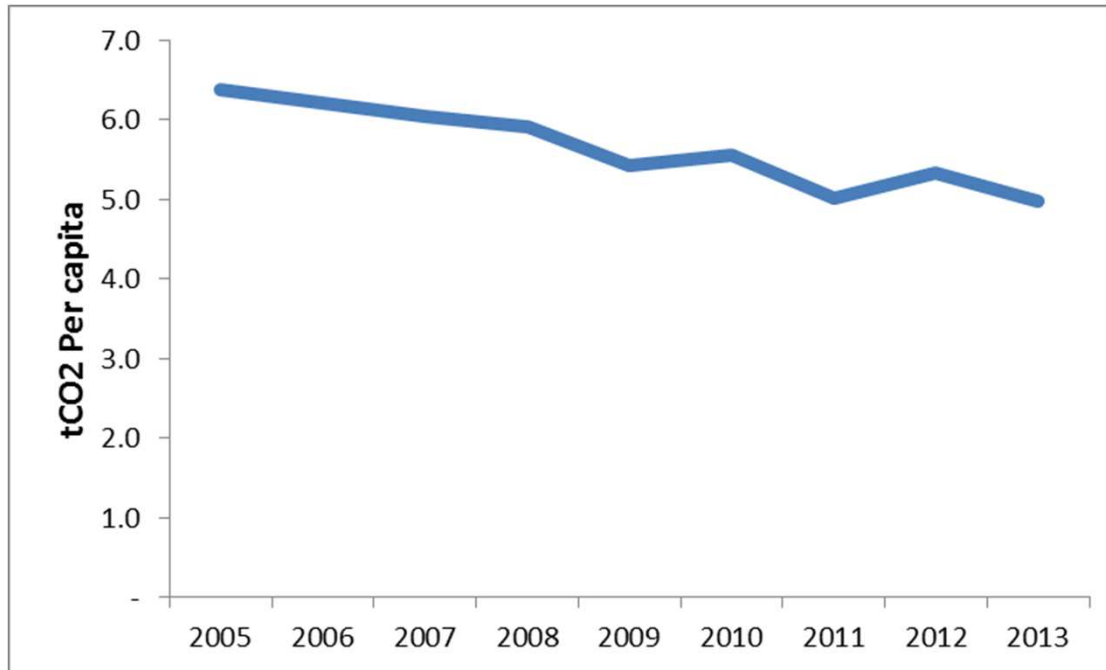
## Priorities driven from ESP:

- Reducing our impact on the climate and our dependency on fossil fuels:
  - Domestic energy efficiency
  - Renewable energy development
  - Low carbon economy
  - Public sector energy management
  - Local food
  - NB Transport & Waste driven from those departments

# Progress in numbers ...

- Carbon reduction
- Renewable energy generation

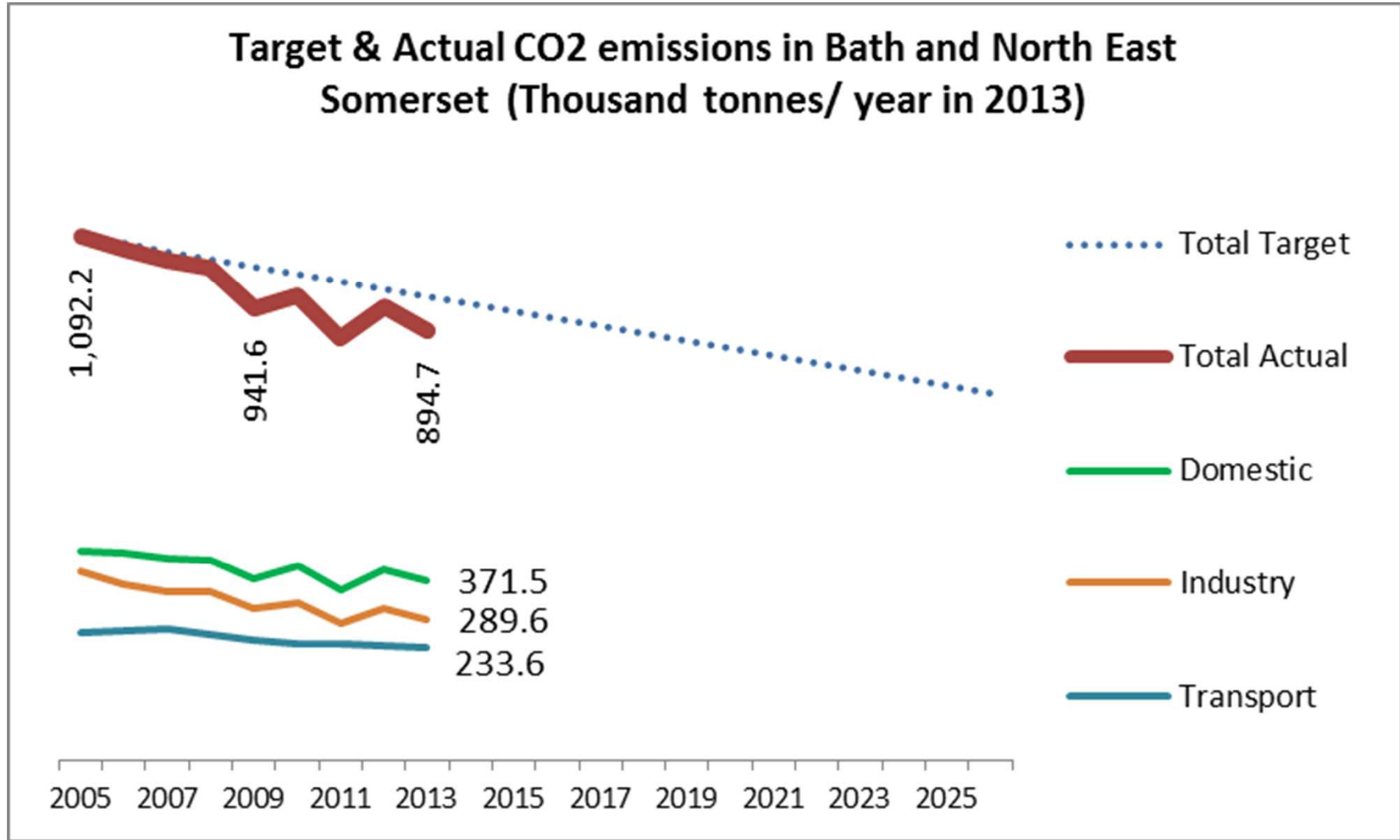
## Area carbon emissions 22% down from baseline year



Target:  
45% cut by  
2029 from  
baseline year  
2005

Scope of  
influence:

- Local
- National

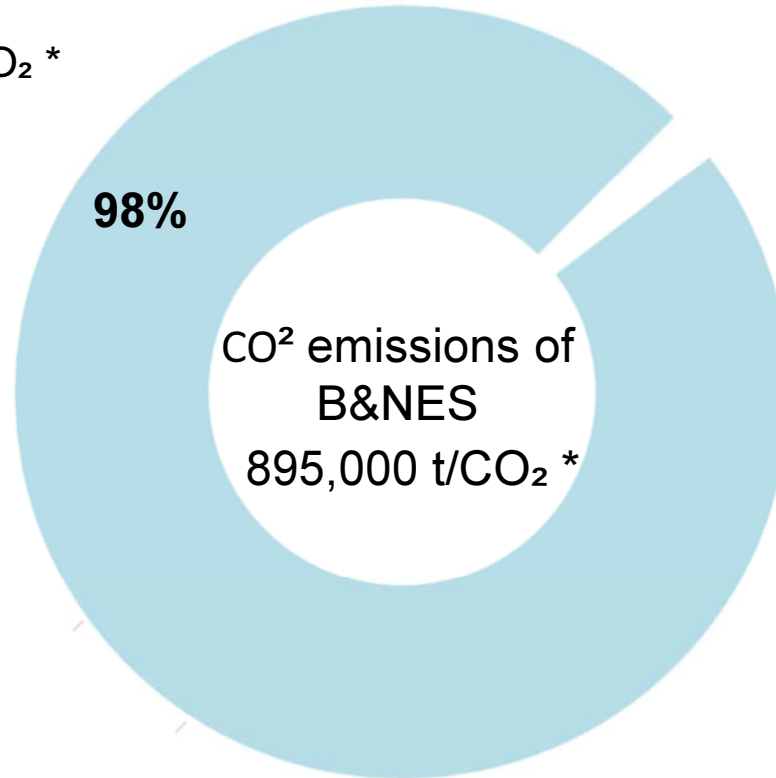


**The Council's 19,700 t/CO<sub>2</sub>\*  
emissions only made up**

**2%**

of the total CO<sub>2</sub> emissions  
of B&NES

The **rest of B&NES**  
produced 875,300t/CO<sub>2</sub> \*  
from:



The Council's emissions are  
produced by its:



Fleet



Business travel



Leisure services

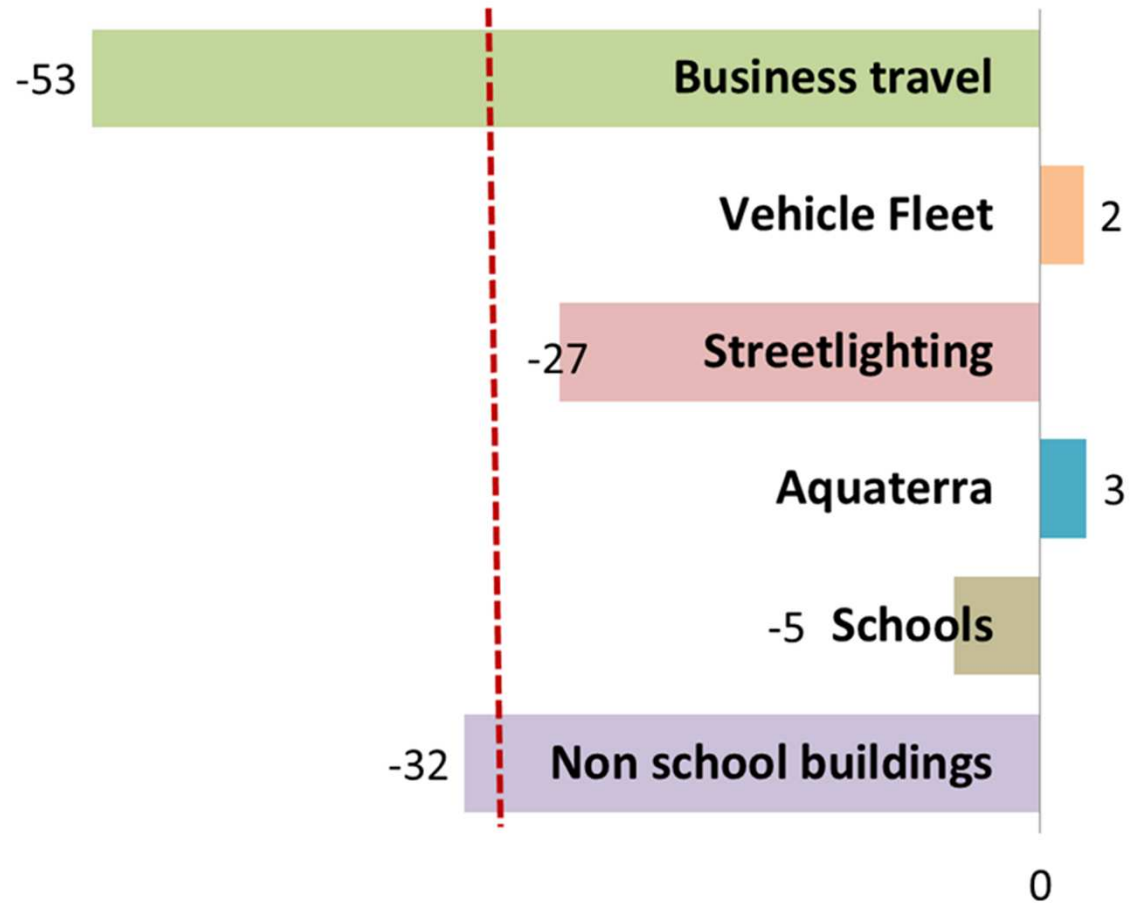


Street Lighting



Schools and other sites  
e.g. offices

### % CO2 reduction from 2007/8 Baseline



--- original Carbon Trust 30% target

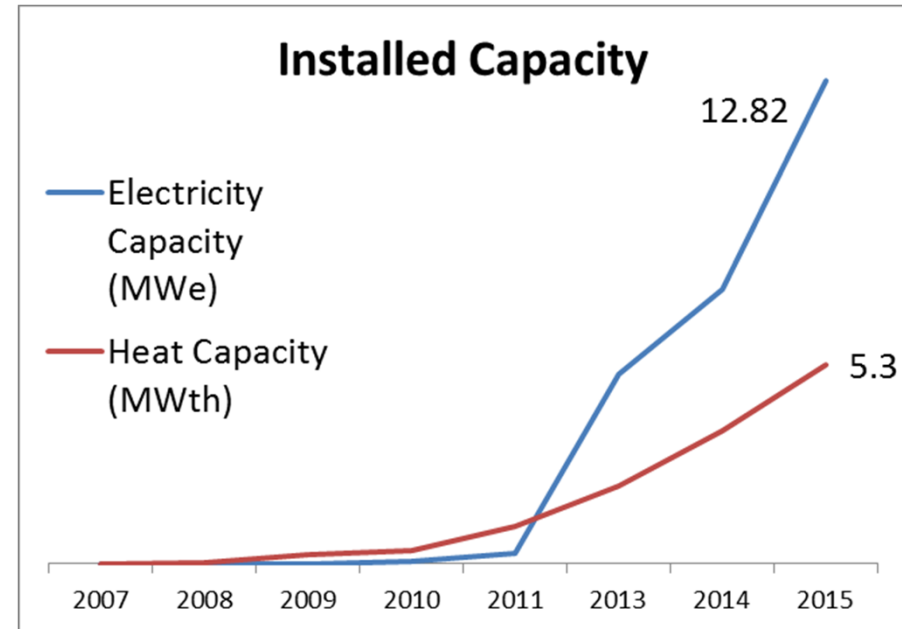
## Next steps

- Build into service delivery
- Workplaces & Corporate Travel
- Leisure
  - CHP in Bath Leisure Centre
  - New build Keynsham



# Renewable energy generation

Page 88



- **18.2 MW capacity**
- **Of which 7.3 MW community owned**



# Progress – some highlights.....

# External funding gained since 2006

- £770,000 Our Big Energy Challenge
- £115,100 DECC £ HNDU (Heat Network Development Unit)
- £929,000 Green Deal Communities  
£804k for householder grants, £10k for open homes, £11k assessments, £104k for Trade Support and business development
- £162,000 NEA's Warm & Healthy Homes fund

---

£1.98million

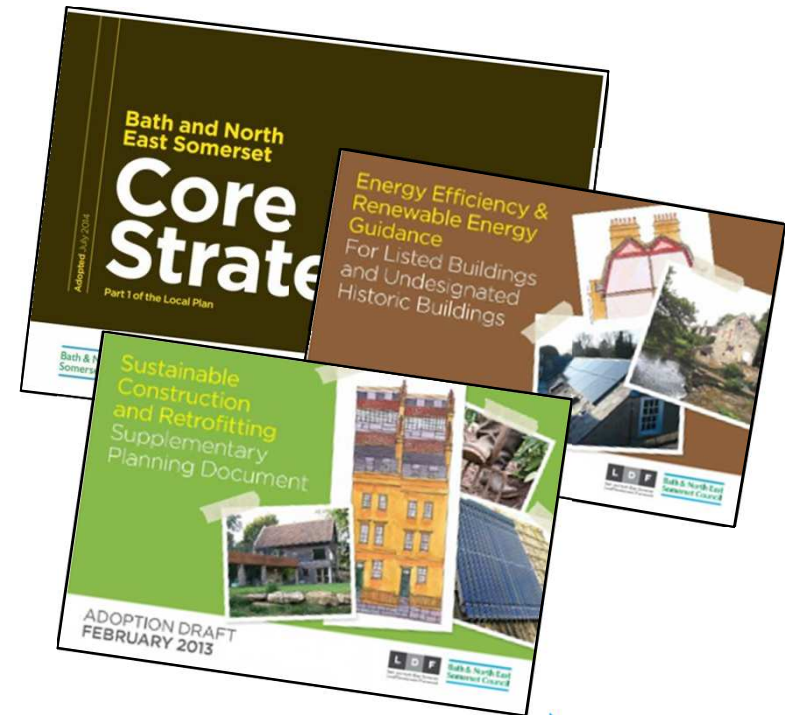
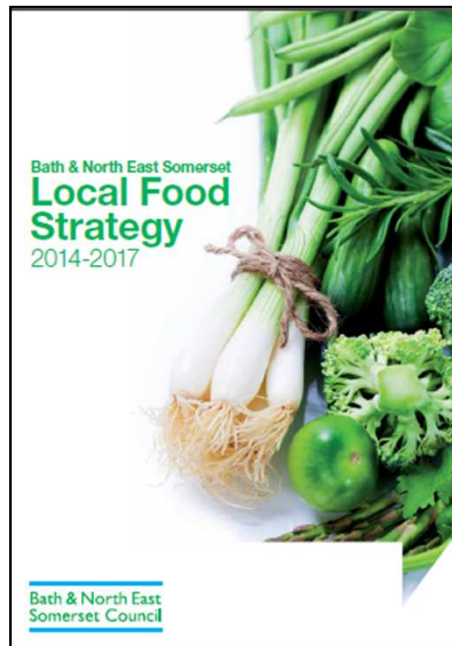
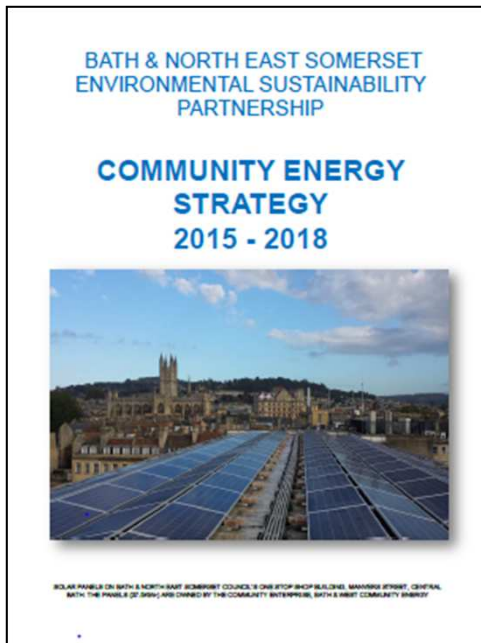
# Keynsham Civic Centre

- 90% cut in energy use from previous building
- Saving £140k pa
- National and regional awards



# Adopted: two delivery strategies, new planning policies & guidance

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# Community Energy

- » Innovative Co-operation Agreement with Bath & West Community Energy
- » 6 solar schools
- » 7.3MWe installed
- » Awards for BWCE & Council



# Chelwood – from coal to broadband

- Chelwood Community Energy
- 3% of village land to provide over 100% village electricity
- £50k/yr village income to fund rural broadband
- Panels – low visual impact



# Energy at Home Scheme up and running

Page 95



Bath and North East Somerset – *The place to live, work and visit*

# Energy at Home – key facts

- DECC householder grants: £800k
- 213 homes by Sept 2016 with grant
- Ideal scenario 400-800 homes per year potential
- NEA further £175k for fuel poor households
- B&NES model for similar councils





# Community @67

## Local food project

- Fruit and veg buying co-op
- Locally grown
- Affordably priced
- Cookery demonstrations
- Weekly hot meal in a social environment

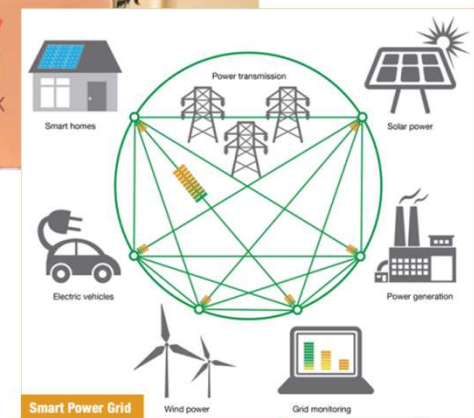


# Policy & Market Context

- Green Deal removal & impact
- Bonfield Review, March 2016
- Renewable energy tariff changes, January 2016: community energy impact
- Current market uncertainty

# Opportunities & Challenges for 2016- 19

- Energy at Home
- Community Energy
- ‘Energy Services’ & ‘smart energy’
- Local Food
- Tackling adaptation to climate change



# Request to PDS Panel

- Note progress
- Note current policy context
- Continue to support work of the Environmental Sustainability Partnership
- Contribute views and ideas to the strategy refresh

# West of England Joint Transport Study

## 16 November 2015

# Joint Transport Study

- Need to refresh our transport strategy in light of successful delivery of JLTP3, new challenges and the emerging Joint Spatial Plan
- Many JLTP3 schemes have been delivered, are under construction or are in development (£500m investment:25% of DfT funds)
  - MetroWest Phases 1&2
  - MetroBus
  - Bath Package of transport improvements
  - Cycle Ambition Fund and Local Sustainable Transport Fund
  - Great Western Mainline

# WEST OF ENGLAND LOCAL ENTERPRISE PARTNERSHIP



Page 103

- £200m MetroBus 50KM network, services start 2016
- £58m MetroWest Phase 1, includes Portishead line – construction starts 2017
- £43m MetroWest Phase 2, Henbury line – construction starts 2019

# Rail Electrification



- Scheduled to reach Bristol Temple Meads and Bristol Parkway by the end of 2016. Some electric services from summer 2017 with full timetable from December 2018.
- New electric and bi-mode IEP Class 800/801 trains will have 600 seats compared to 472 on HSTs.
- Journey times from Bristol to London will fall from 96 minutes to 79 minutes.
- Network Rail is piloting battery powered trains that can run beyond the wires. Batteries are charged from regenerative braking and at terminal stations.





# Transport Objectives

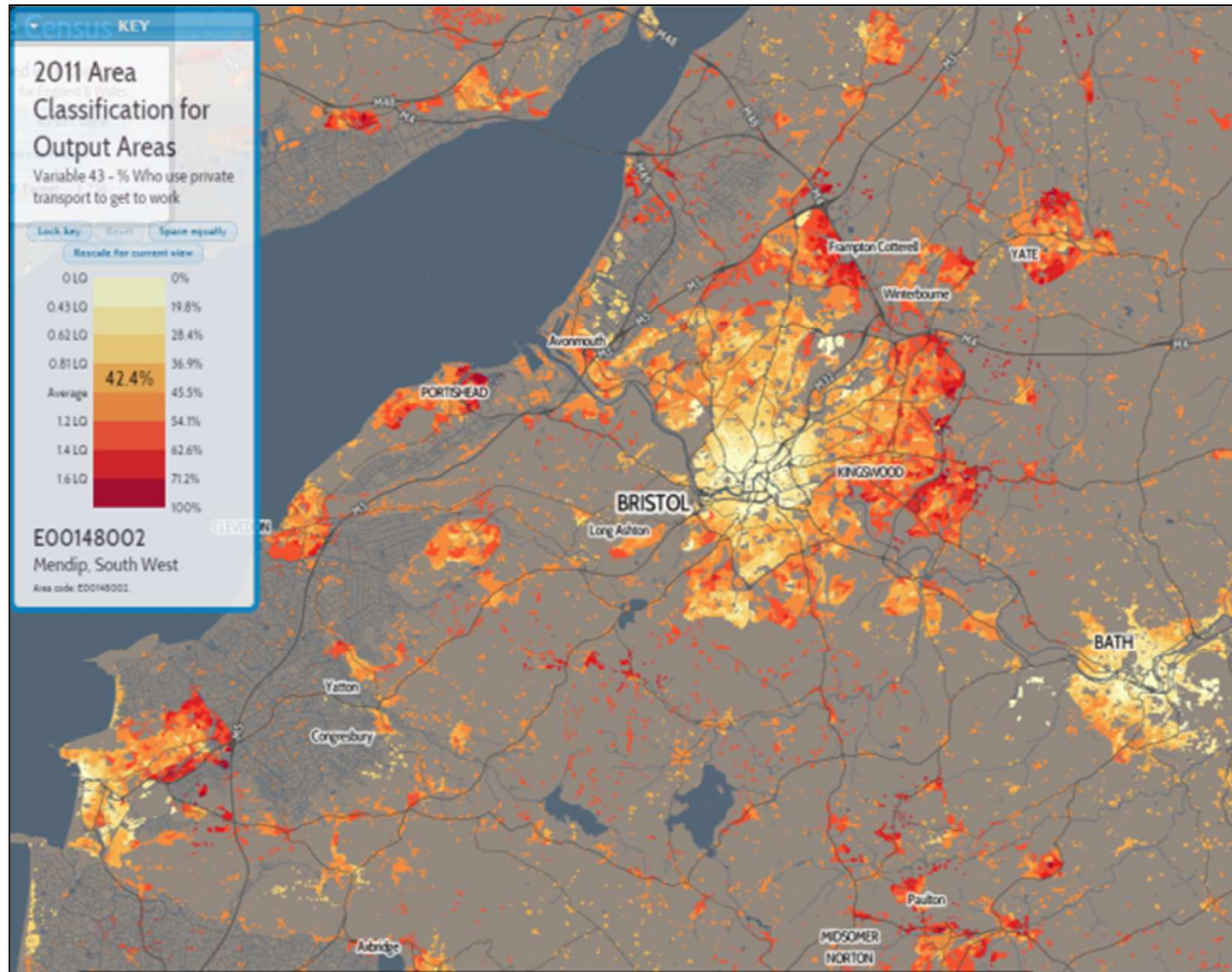
- Support economic growth
- Reduce carbon emissions
- Promote accessibility
- Contribute to better safety, health and security
- Improve quality of life and a healthy, natural environment

# Key Challenges

- Direct transport challenges:
  - **Quality of travel choices:** variable quality of sustainable travel offer, multi-modal connectivity, high levels of car use in many areas
  - **Congestion and resilience:** network suitability for high levels of car use, impacts of incidents, ease of movement
- Wider implications:
  - **Environment:** carbon emissions, impacts of traffic on urban and rural areas, noise, air quality (incl health impacts)
  - **People:** communities with social challenges, road safety, health impacts
  - **Economy:** constraints on growth ambitions, housing delivery

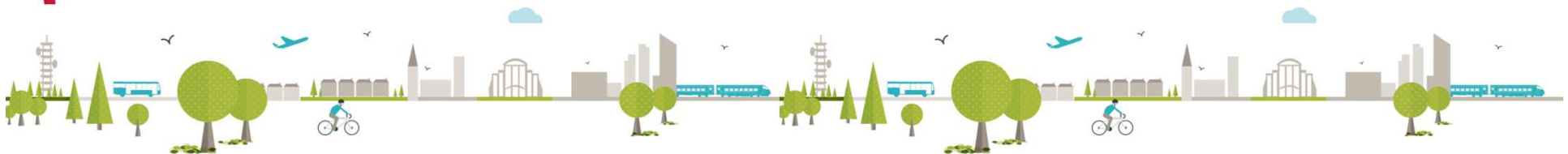


# WEST OF ENGLAND LOCAL ENTERPRISE PARTNERSHIP



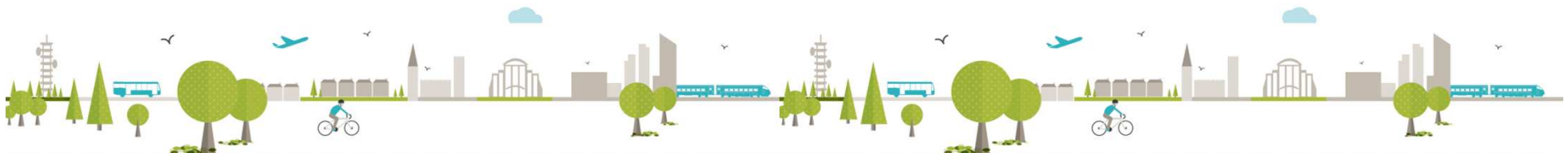
## Joint Transport Study Future Transport Concepts

1. Strengthen enhanced PT corridors
2. Extended MetroBus network
3. Extended MetroWest network
4. Cycle Superhighways
5. Orbital Connectivity
6. Demand Management
7. Major Site Mitigation
8. Sub-regional Pinchpoints
9. Strategic Corridor Package
10. International Gateways
11. Behavioural change [e.g. LSTF]
12. Regional Connectivity



## Joint Transport Study Future Transport Concepts

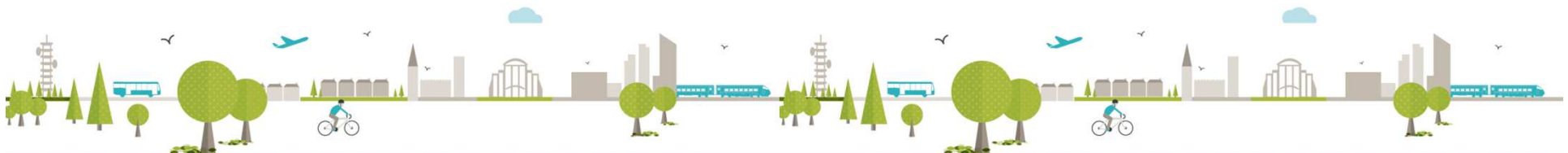
- Have we appropriately assessed current issues?
- Do we have the right objectives?
- What should we develop as possible transport solutions; are we on the right ‘Track’?



## Joint Spatial Plan and Transport Study

- JSP and JTS being carried out alongside each other
- JTS to tackle existing problems and growth to 2036
- JTS builds upon successes e.g. major scheme programme
- Opportunity to engage from Nov 2015 beginning with Issues & Options :ends 29<sup>th</sup> January

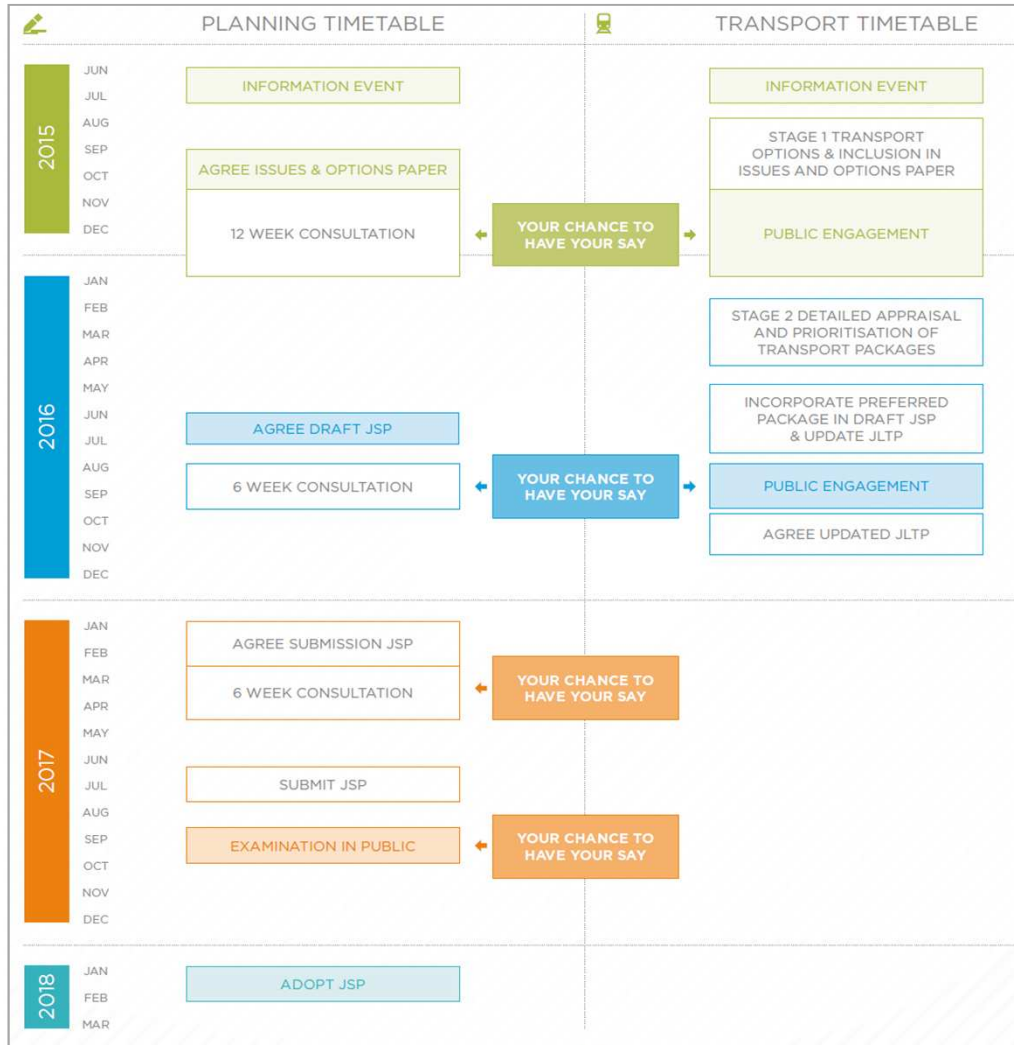
[www.westofenglandlep.co.uk/jsp](http://www.westofenglandlep.co.uk/jsp)



# Timetable



"A PROSPECTUS FOR SUSTAINABLE GROWTH"



## WEST OF ENGLAND JOINT PLAN BUILDING YOUR FUTURE



THE WEST OF ENGLAND'S NEW FRAMEWORK FOR MEETING OUR HOUSING AND TRANSPORT NEEDS

## WEST OF ENGLAND JOINT PLAN BUILDING YOUR FUTURE



## WEST OF ENGLAND JOINT TRANSPORT STUDY

The West of England's new local authorities have launched a public consultation as part of the Joint Transport Study, which will focus on high level strategy and the delivery area of transport services throughout the area with areas.

Wiltshire Council, East and North East Somerset Council, North Somerset Council and South Gloucestershire Council are preparing the study in parallel with the West of England Joint Spatial Plan, which is looking at how to meet the need for housing and employment, space up to

The consultation about the first stage in the transport study includes:

1. An assessment of current issues
2. Formulation of objectives
3. Developing possible transport solutions

It will run to 29 January 2016. Details about both the Joint Transport Study and Joint Spatial Plan can be found at: [www.jointplanagrees.org.uk](http://www.jointplanagrees.org.uk)



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# A Transport Strategy for the Somerset Valley and Chew Valley

**Peter Dawson**  
**Group Manager**  
**Transport Policy**



# Somer Valley and Chew Valley Transport Strategies

November 2015

Bath and North East Somerset – *The place to live, work and visit*

# Somer Valley

- High car ownership – only 4-16% of households have no car available
- Road casualties and speed limits
  - Accident clusters being identified
  - Remedial works proposed e.g. junction layouts, signing
- Car parking in Midsomer Norton and Radstock
  - South Road car park well used every day
  - No other possible sites
  - Public parking stock about right
- Large superstore in South Road car park could not be accommodated without displacing parking; smaller store would need to re-provide spaces

# Somer Valley

- A367 to Bath, A362 to Frome
  - Many constraints
  - No space for remedial measures but improved signing etc. will help reduce vehicle speeds
- Review of A37
  - Additional pedestrian crossing arrangements may be required
  - Some junction layouts could be reviewed
  - Speed limits acceptable but signing could be improved
- Bus options
  - Variety of services available to range of destinations
  - Service information difficult to find

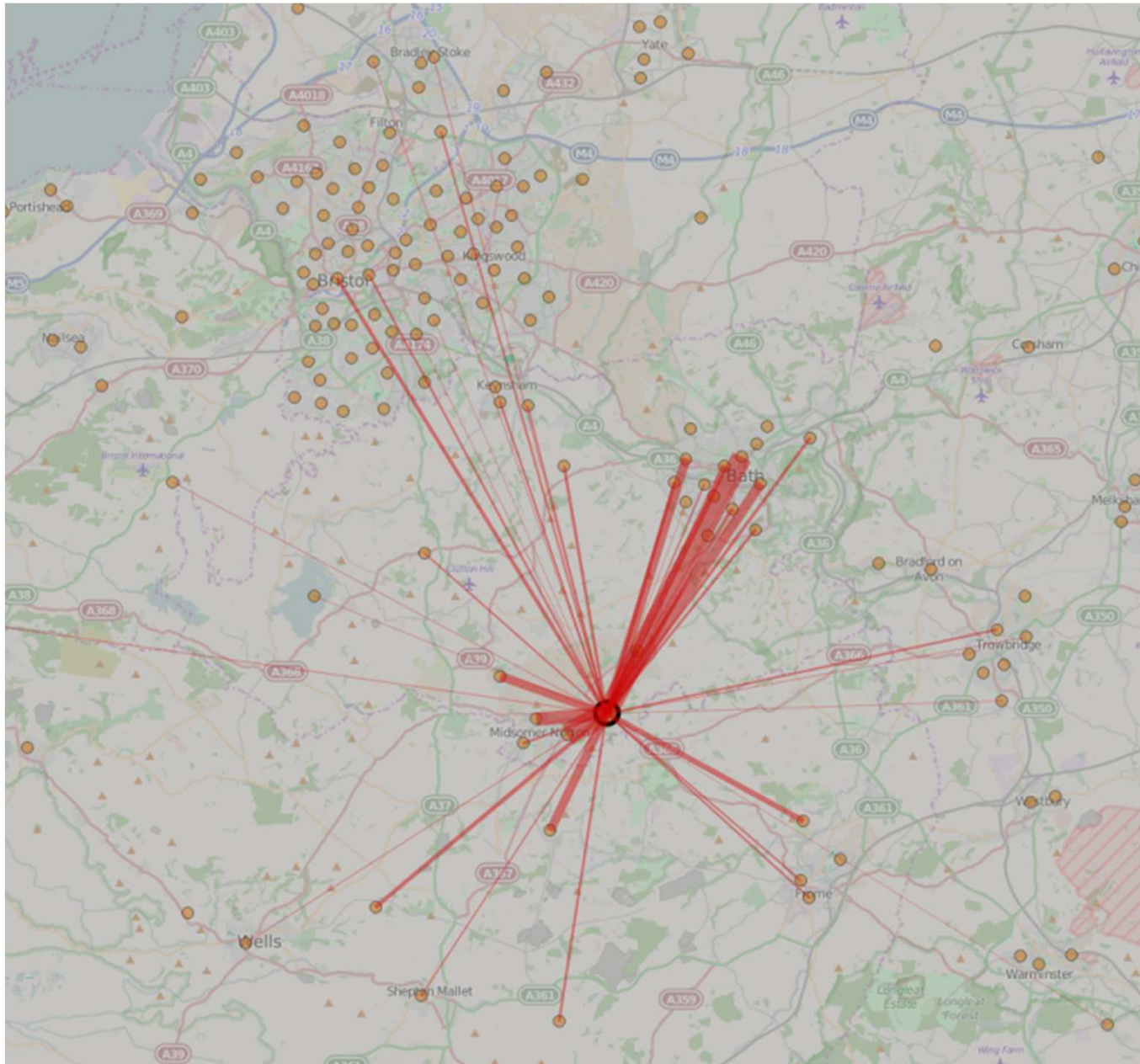


# Somer Valley

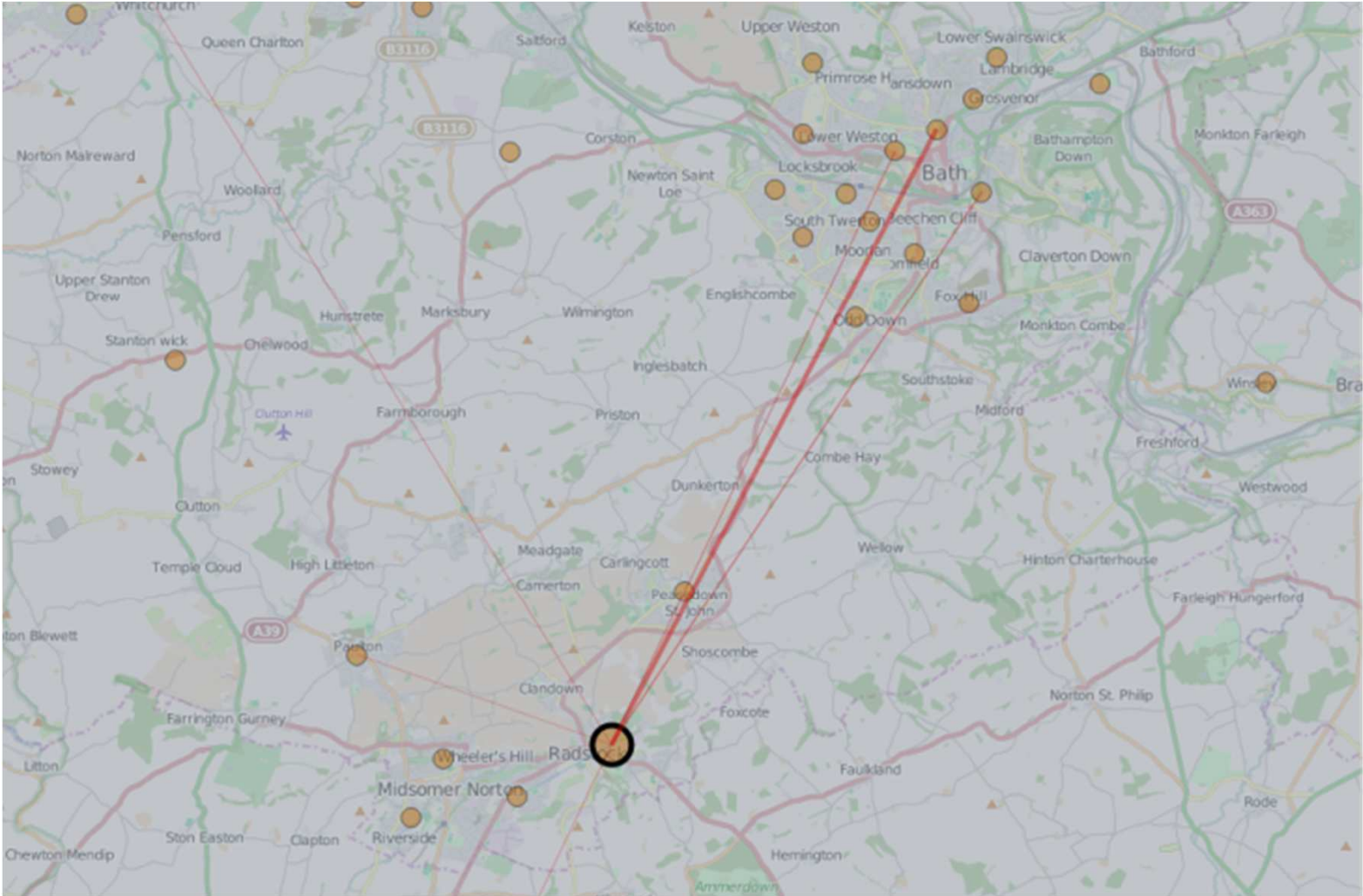
- Cycling and walking
  - Within settlements, better provision for walking could include improved crossings and footways
  - Radstock is a focus for roads and traffic and could be recast to support walking
  - Cycle links between Midsomer Norton to Radstock offer potential given journey reliability and convenience



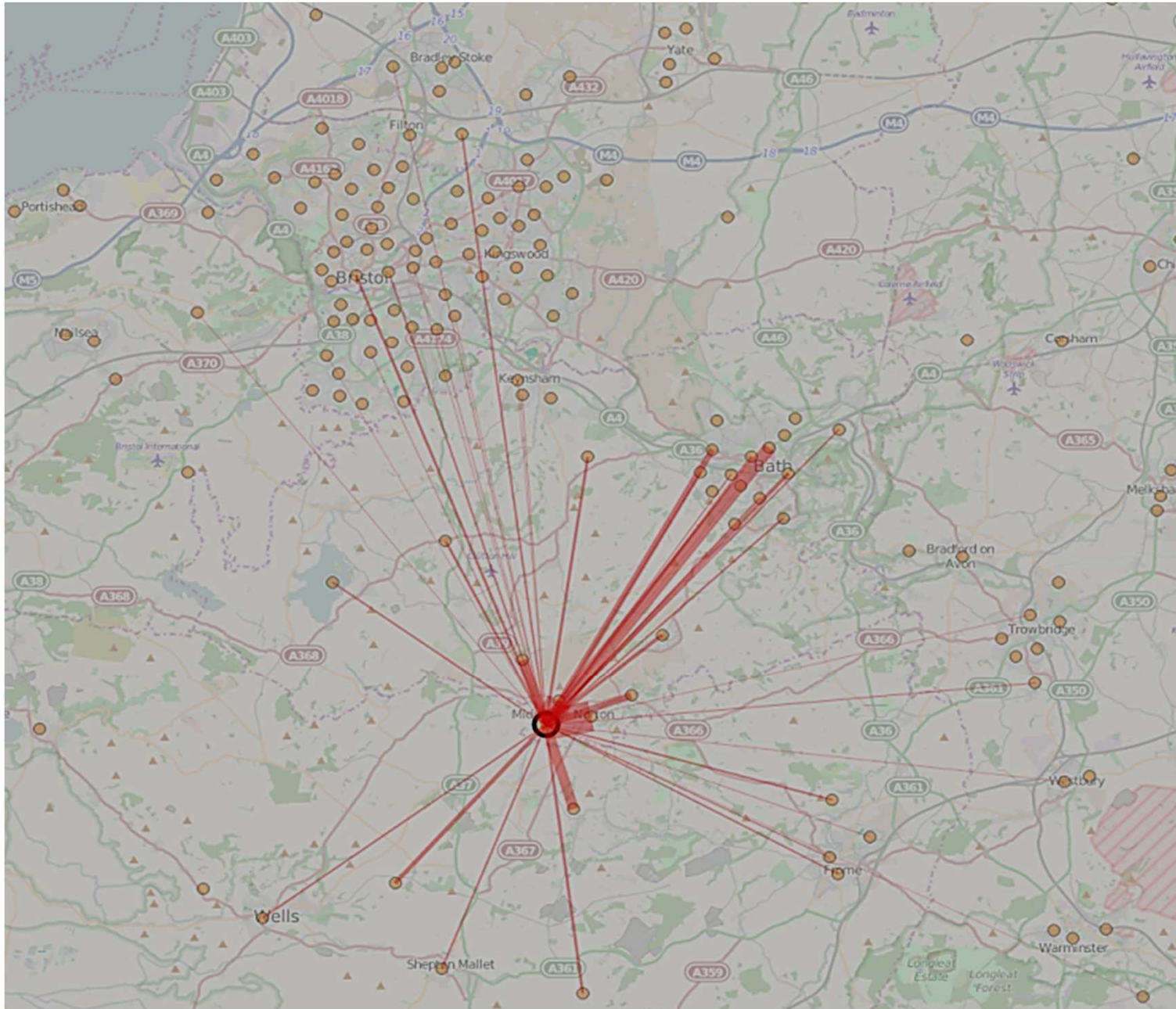
# RADSTOCK Travel to Work Data – Census 2011



# By Bus

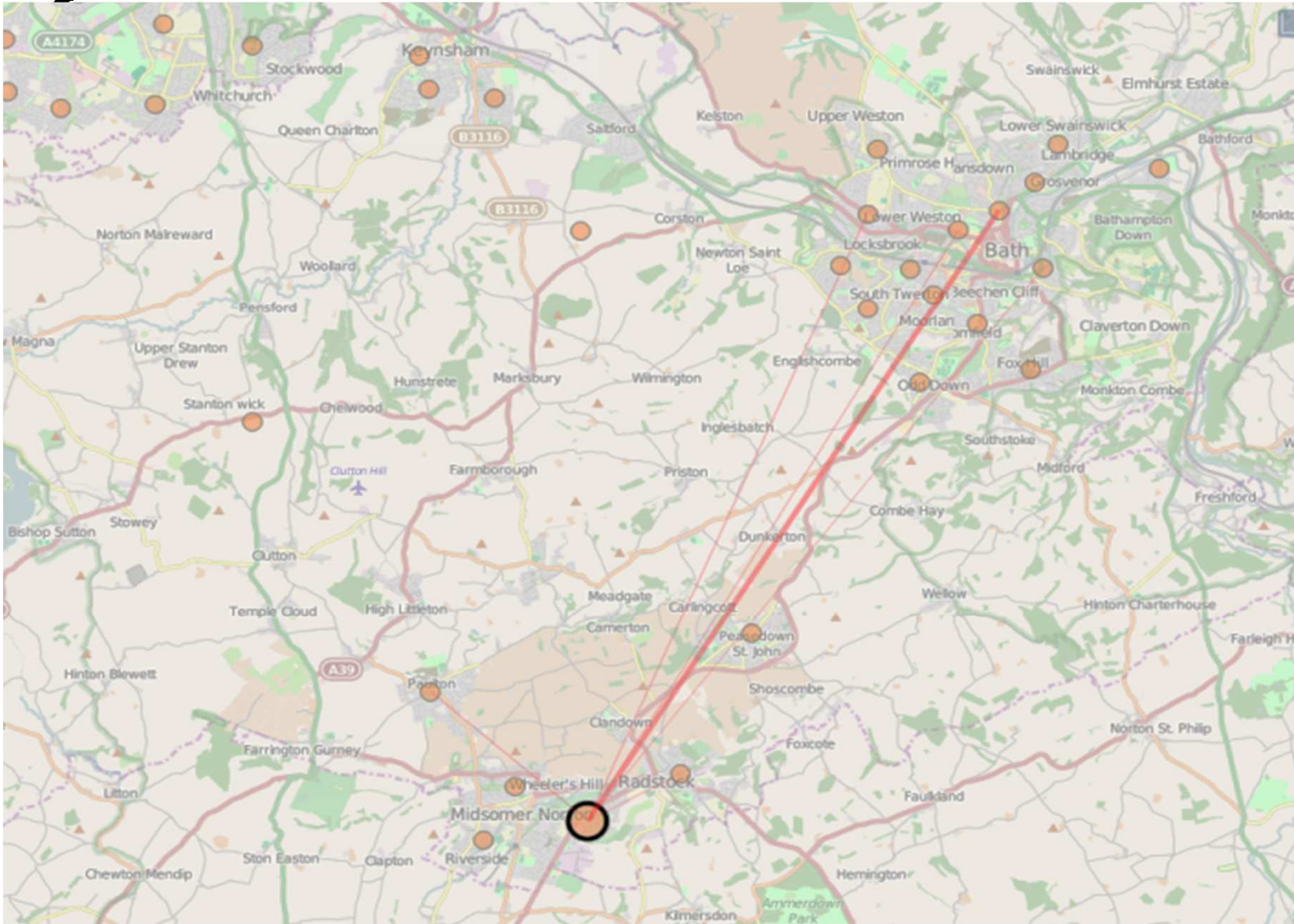


# MIDSOMER NORTON TRAVEL to Work Data – Census 2011





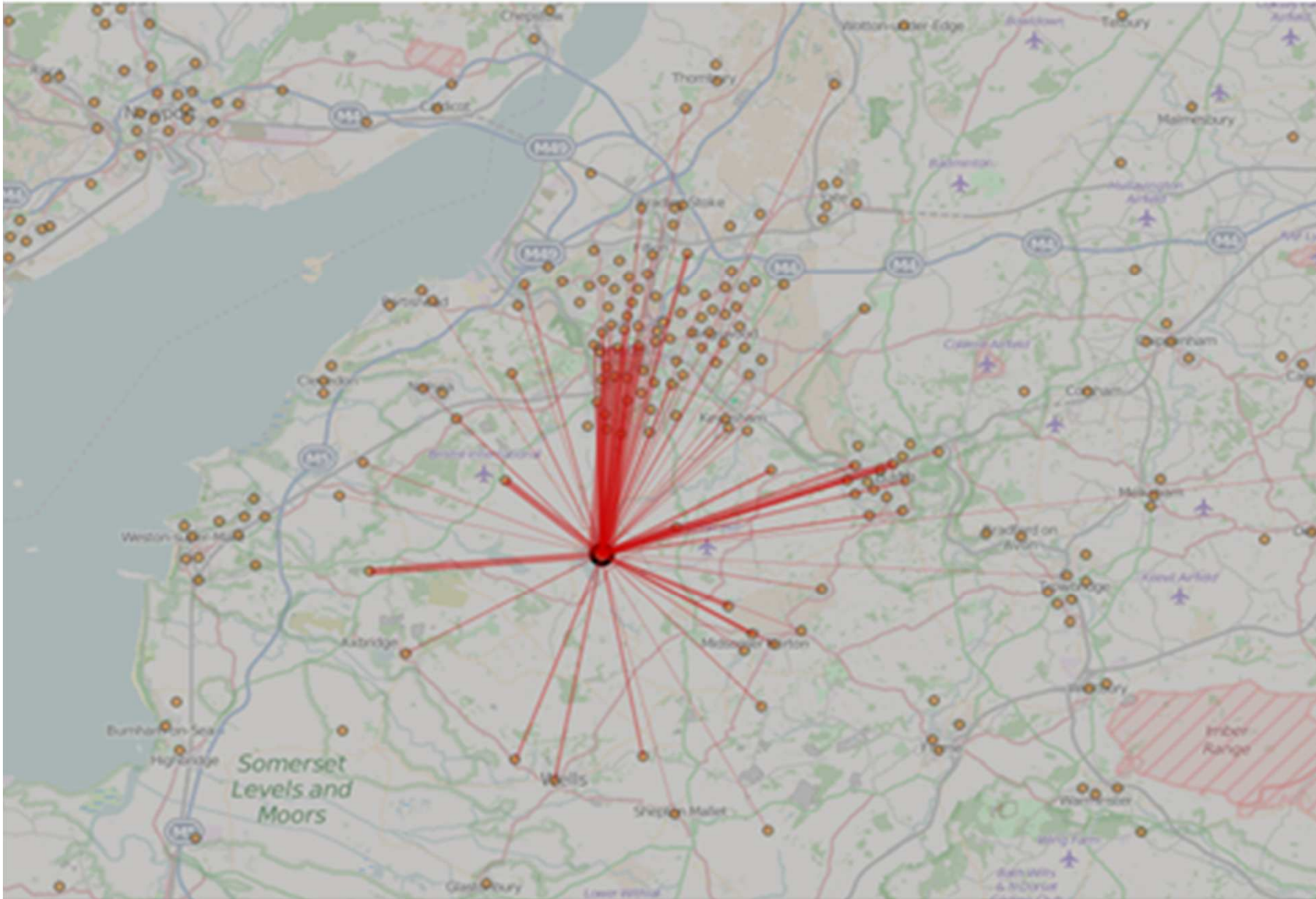
# By Bus



# Chew Valley

- High car ownership
  - But 300 households with no car
  - Multiple destinations, not just Bristol and Bath
  - Public transport aiming to address scattered demand
- Low dispersed population – 11,000 in 14 parishes
- Heavy vehicles
  - Very limited numbers
  - More light goods vehicles
- Traffic management
  - Chew Magna – limited scope and currently self-enforcing
- Road accidents – analysis underway
- Cycling and walking – limited scope

# Journey to work destinations of Chew Valley residents



# Chew Valley Total Transport

- Long journey times by bus
- Complex bus network but few regular services
- Current services largely supported by B&NES and others
- Contact made with operators etc.
  - Operators find it difficult to develop customer base
  - Many services operate because they have done for years but successively reduced
  - Multiple destinations
  - Need to incorporate healthcare interests
- Scope for changes to services

# Chew Valley Total Transport

- Current transport services have evolved over time
- Cooperation between agencies is essential e.g. North Somerset Council initiatives
- Nearly all services supported by B&NES/others, mainly used by concessionary pass holders (except 672 to Bristol)
- Scope for integrating home to school with other services is limited due to timings and vehicle types
- Scope for better integration of health sector transport to be pursued

# Total Transport Fund

- Replace weekly bus services with community transport service i.e. community-led
- Retain service 672 in some form to help Chew Valley residents working in Bristol
- Better links between Chew Magna / Stanton Drew and Bristol Airport
  - Connecting with regular A4 Bristol Flyer service into city
  - Could be extended Winford community transport service
- Better links with frequent A37 services to Bristol and Wells (376) and Bath (379) at Pensford and Clutton
- Recast links from south Chew Valley to Weston super Mare

# Next Steps

## ■ Somer Valley

- Consultation with local organisations
- Develop proposals to improve safety and support walking/cycling in Midsomer Norton/Radstock

## ■ Chew Valley

- Consultation with local organisations

## ■ Total Transport

- Further liaison with other Total Transport activities in the South West
- Develop public transport proposals

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## COMMUNITIES, TRANSPORT AND ENVIRONMENT PDS FORWARD PANEL

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:

<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 Micheala 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), Civic Centre (Keynsham) and at Bath Central, Keynsham and Midsomer Norton public libraries.*

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
<b>16TH NOVEMBER 2015</b>				
16 Nov 2015 24 Nov 2015	CTE PDS PHED PDS	Directorate Plan for Place	Louise Fradd Tel: 01225 395385	Strategic Director - Place
16 Nov 2015 25 Nov 2015	CTE PDS Resources PDS	Directorate Plan for Resources	Tim Richens Tel: 01225 477468	Strategic Director - Resources
16 Nov 2015	CTE PDS	Climate Change: progress, opportunities, challenges	Jane Wildblood Tel: 01225 477685	Strategic Director - Resources
16 Nov 2015	CTE PDS	Report on West of England Partnership - Transport	Peter Dawson Tel: 01225 395181	Strategic Director - Place
16 Nov 2015	CTE PDS	Transport Strategy - Update (ChewValley/Somer Valley/Keynsham)	Peter Dawson Tel: 01225 395181	Strategic Director - Place

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Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
<b>11TH JANUARY 2016</b>				
11 Jan 2016	CTE PDS	River Safety - Overview and update	Cathryn Humphries Tel: 01225 477645	Strategic Director - Place
14 Sep 2015 11 Jan 2016	CTE PDS CTE PDS	Quality Contract Scheme for Buses - Interim Scrutiny Review Report	Andy Strong, Emma Bagley Tel: 01225 394201, Tel: 01225 396410	Strategic Director - Place
11 Jan 2016	CTE PDS	Community Safety - General Update	Andy Thomas Tel: 01225 394322	Strategic Director - Resources
11 Jan 2016	CTE PDS	Community Transport - Update	Andy Strong Tel: 01225 394201	Strategic Director - Place
<b>14TH MARCH 2016</b>				
<b>ITEMS TO BE SCHEDULED</b>				
	CTE PDS	Keynsham Dial a Ride - Subsidy Equality	Andy Strong Tel: 01225 394201	Strategic Director - Place
The Forward Plan is administered by <b>DEMOCRATIC SERVICES</b> : Micheala Gay 01225 394411 Democratic_Services@bathnes.gov.uk				

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