

Democratic Services

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Date: 9 January 2017
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**To: All Members of the Communities, Transport and Environment Policy
Development and Scrutiny Panel**

Councillors: John Bull (Chair), Brian Simmons (Vice-Chair), Peter Turner, Alan Hale,
Neil Butters, Lizzie Gladwyn, Bob Goodman, Ian Gilchrist and Vacancy

Councillor Anthony Clarke (Cabinet Member for Transport) and Councillor Martin Veal
(Cabinet Member for Community Services)
Chief Executive and other appropriate officers
Press and Public

Dear Member

**Communities, Transport and Environment Policy Development and Scrutiny Panel:
Monday, 16th January, 2017**

You are invited to attend a meeting of the **Communities, Transport and Environment Policy
Development and Scrutiny Panel**, to be held on **Monday, 16th January, 2017** at **4.30 pm** in
the **Council Chamber - Guildhall, Bath**.

Panel members – please note there will be a pre-meeting at 4pm in the Chamber.

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 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 January, 2017**

at 4.30 pm in the Council Chamber - Guildhall, Bath

A G E N D A

1. WELCOME AND INTRODUCTIONS

2. EMERGENCY EVACUATION PROCEDURE

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

3. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Apologies from Councillor Peter Turner who will be substituted by Councillor Deirdre Horstmann.

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

Susan Charles will make a statement on Warm Water Swimming.

Rosemary Naish will make a statement.

7. MINUTES (Pages 7 - 12)

8. DIRECTORATE PLANS (Pages 13 - 60)

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

All Directorate Plans can be viewed at

<https://democracy.bathnes.gov.uk/ecCatDisplay.aspx?sch=doc&cat=13506>

9. RAIL ELECTRIFICATION BRISTOL-BATH - UPDATE ON PROGRESS

There will be a presentation on this item

10. WARM WATER SWIMMING (Pages 61 - 96)

The item is 'Warm Water Swimming Provision within the refurbishment plans for Bath Sports and Leisure Centre and Keynsham Leisure Centre' – the report is attached. There will be a presentation at the meeting.

11. CABINET MEMBER UPDATE

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

12. PANEL WORKPLAN (Pages 97 - 100)

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 November, 2016

Present:- **Councillors** John Bull, Brian Simmons, Peter Turner, Neil Butters,
Michael Norton, Bob Goodman, Ian Gilchrist and Deirdre Horstmann (in place of Alan Hale)

105 WELCOME AND INTRODUCTIONS

The Chairman welcomed everyone to the meeting.

106 EMERGENCY EVACUATION PROCEDURE

The Chairman drew attention to the emergency evacuation procedure.

107 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Councillor Hale sent his apologies and was substituted by Councillor Horstmann.

108 DECLARATIONS OF INTEREST

There were none.

109 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

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

Adam Reynolds, Chair of Cycle Bath made a statement to the Panel on 'The practice of councils applying road diets as part of Highways resurfacing programmes'. *A copy of the statement is appended to the agenda for this meeting and can be found on the Panel's Minute Book.*

Councillor Butters stated that Mr Reynolds should input into the West of England Transport Study. Councillor Bull asked if Mr Reynolds feels his ideas have been taken on board by the Council. Mr Reynolds said that they had not been in all cases but he acknowledged the process could be slow. He explained that it is necessary to get the right information to the right decision makers.

Councillor Turner asked Mr Reynolds view on cycling on pavements. Mr Reynolds stated that he neither condones nor condemns it as sometimes roads are not safe. He stated that cycling on pavements is not good for perceptions of cyclists.

Mary Upton – Shoscombe Parish Councillor made a statement on the Cycling Strategy. She asked if there needs to be a shift in focus in the rights and responsibilities of cyclists. *A copy of the statement is appended to the agenda for this meeting and can be found on the Panel's Minute Book.*

David Redgewell – South West Transport Network made a statement on 'Devolution and a Combined Authority'. *A copy of the statement is appended to the agenda for this meeting and can be found on the Panel's Minute Book.*

In response to a question from Councillor Bull, Mr Redgewell explained that a 'control period' is a 5 yearly block of finance for things such as railway funding.

In response to a question from Councillor Butters, Mr Redgewell explained that electric trains will run to Bath but not in this control period and if the Council want local enhancement, it has to commission it.

Councillor Bull explained that he is asking a representative from Network Rail to attend the Panel in the new year.

111 MINUTES

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

112 BUS SERVICES BILL

Andy Strong – Team Manager Public Transport introduced the report.

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

In response to a query about infrastructure, the officer explained that it is for authorities to provide infrastructure and the operator provides the service. He further explained that legislation is attempting to develop the quality of the partnerships. Councillor Bull referred to the enhanced partnership scheme and asked if operators would have to comply with an authority plan. The officer explained that the authority must consult with operators and the plan would only be implemented if operators are on board. Councillor Bull asked about the two possible models and the risks involved with each. The officer explained that the model where the authority takes the risk is run in London.

Councillor Turner stated that competition is a prime factor in efficiency and asked if competition will be included in either of the models. The officer explained that there would be competition for contracts.

Councillor Butters asked if roadworks can be taken into account regarding the punctuality of buses. The officer explained that 95% punctuality is expected and operators should allow for road works.

Councillor Bull explained that the Panel will revive its working party which was put on hold to wait for the Bus Services Bill.

The officer explained that the new Bill will widen opportunities for smaller bus companies.

Councillor Butters asked about smart ticketing. The officer explained the national rollout has been more of a priority than the West of England. The big 5 operators are committed to a contactless scheme. The Cabinet Member for Transport, Councillor Anthony Clarke explained that technology is moving on and a big cause of lack of punctuality is people waiting for change.

113 URBAN GULL STRATEGY - AN UPDATE

Cathryn Brown, Team Manager for Licensing and Environmental Protection gave a presentation (supported by Sarah Alder – Team Manager Strategy and Contracts) to the Panel which covered the following:

- 2016 Gull Strategy
- Free egg and nest removal by ward
- Waste enforcement
- UWE/Middlesex University Research
- Communications
- Councillor Feedback
- Customer Feedback
- Comments from customers
- What did we learn from the work this year?
- 2017 and beyond

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

Councillor Gilchrist explained that some of his residents said they did not know about the scheme. He asked how the one month publicity period and narrow timescale for implementing the scheme will fit in with the budget process. The officer explained she is hoping for a decision in December. She acknowledged that there had not been enough of a lead in time before.

Councillor Goodman asked how many of the 1,000 eggs hatched. He also stated that the scheme had been successful and asked what would happen if it stopped for a year. The officer explained that only a small number hatch. She explained that the population would recover if the scheme stopped.

Councillor Martin Veal, Cabinet Member for Community Services explained that waste is the reason the gulls stay in an area and that they have no predators. He explained that urban and coastal gulls have different behaviours, the coastal gull is protected and in his view, the urban gull is different. He explained that the hawks worry the gulls and they do not breed if they are worried. He stated that he was disappointed that there was not more help from ward members. He explained that there had been good engagement with Universities and good media coverage. He

explained that the enforcement officer was successful in getting people to put rubbish out at the right time. He added that any help members can give with lobbying for continuation of funding would be appreciated.

Councillor Turner explained that residents at the Paragon could not get funding. The officer explained that it may have been at the wrong time.

Councillor Bull stated that this issue is important to everyone as it affects all areas of the environment so there is an argument for spending the money.

114 UPDATE ON CYCLING STRATEGY

Gary Peacock, Deputy Group Manager- Highways & Traffic gave a presentation to the Panel (supported by Alison Sherwen and Jessica Taylor Fox) which covered the following areas:

- An update of cycling within Bath & North East Somerset
- Transport Strategies
- External Sources of Information
- Contribution from partners
- The Capital Programme
- Cycling links to regeneration works
- Results
- Going Forward

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

In response to a question from Councillor Bull, the officer explained that it was useful to have representatives of cyclists and walkers in the same body.

Councillor Bull asked if the investment had encouraged more people to cycle. The officer stated that there has been a 24% increase from 2010/11 – 2014/15.

Councillor Gilchrist stated that the treatment of cyclists on the main roads is a fundamental question. He explained that an officer had previously stated the need to encourage cyclists onto side roads. The Cabinet member explained that there are narrow roads in this area and topographical issues so segregating cyclists is not a bad thing to do.

Councillor Simmonds asked if 106 money would be used in Keynsham to build a bridge over the river. The officer explained that the 106 money has trigger points so the bridge will be built sometime next year, it is in the Capital Programme.

Councillor Simmonds asked about bike racks on buses – the Cabinet member explained that it may be trialled on the front of buses.

Councillor Butters asked about bikes on narrow roads, the officer explained that there is a road safety officer that would need to have a look at the area in question, sometimes signage can help.

115 CABINET MEMBER UPDATE

The Cabinet Member for Transport, Councillor Anthony Clarke updated the Panel on the following:

- The Cabinet agreed the Devolution deal and buses and some rail will fall to the new combined authority.
- Regarding pollution – particulates remain within EU limits but we are stalled on nitrogen dioxides, most of which comes from diesel vehicles. DEFRA have now taken over air quality and Bath and Bristol are not at the top as there is not a major problem. There will be a bid to DEFRA for a clean air zone in the centre of Bath. A waste bus is being trialled next year. Electric buses are expensive due to the hills.

Panel members asked the following questions:

Councillor Gilchrist asked about the destructor bridge, Councillor Butters said that it looks almost complete and asked what would happen on the south side. The Cabinet member stated that he would report back on this.

Councillor Bull asked if the £39k is the subsidy which has been withdrawn or is it the amount which still supports the 6/7 bus route. The Cabinet member explained that there was a subsidy of £39k per year and the part of the route that has been lost has been very poorly used. First Bus cannot run a break even service on 4 buses but they can on 3 buses so there is a compromise of 3 buses and stop at Grand Parade rather than the bus station. Councillor Simmonds asked if Morrisons would consider running a bus or match fund a route.

116 PANEL WORKPLAN

The Panel noted the workplan with the following additions:

- Rail Electrification – update (Network rail representative?)
- Warm Water – update
- Traffic improvement prioritisation (Cllr Gilchrist)

The meeting ended at 7.05 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

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Bath & North East Somerset Council	
MEETING:	Communities, Transport & Environment Policy Development & Scrutiny Panel
MEETING DATE:	16th January 2017
TITLE:	Place and Resources Directorate Plans 2016-2020
WARD:	All
AN OPEN PUBLIC ITEM	
<p>List of attachments to this report:</p> <ul style="list-style-type: none"> • Place Directorate Plan <ul style="list-style-type: none"> ○ Appendix 1: Summary of functions of the Division ○ Appendix 2: Analysis of headline numbers (2016/17) ○ Appendix 3: Capital Place - New Emerging ○ Appendix 4: Budget proposals and Service Impact Statement • Resources Directorate Plan <ul style="list-style-type: none"> ○ Appendix 1: Summary of functions of the Division ○ Appendix 2: Analysis of headline numbers (2016/17) ○ Appendix 3: Capital Resources - New Emerging ○ Appendix 4: Budget proposals and Service Impact Statement 	

1 THE ISSUE

- 1.1 This report presents the Place Directorate Plan and Resources Directorate Plan to the Panel for 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 Directorate Plan and Resources Directorate Plan 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 2017. Proportionate equality analysis is being carried out on the proposals within the Directorate Plans by the Council's Communities Team.

5 THE REPORT

Introduction

- 5.1 A new Corporate Strategy was adopted by Council at their meeting on 16th February 2016. It sets out the 2020 Vision and the Council's direction of travel. It is shaped by and will deliver the 'Putting Residents First' manifesto commitments.
- 5.2 Three Directorate Plans were also developed. They 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 were first published in 2015 and will be updated each year until 2020. Year one of the Directorate Plans is coming to a close and the budget to reflect year 2 is due to be set in February. This report presents a refreshed version of the Place Directorate Plan and Resources Directorate Plan for initial consideration and feedback as part of the 2017/18 budget setting process.
- 5.4 The corporate strategic context remains largely unchanged but the financial context continues to reflect increasingly tough financial targets. The Council is now expecting to be self-sufficient and not reliant on general government grant from 2020.
- 5.5 *Updates to the Directorate Plans have been highlighted by the use of italics.***
- 5.6 The plan contains a greater level of detail for the coming year. The detail for the following years will continue to develop as Council policy evolves and will take into account consultation about the services affected. There will be a staged approach to consultation with equalities impacts considered at the same time.

January PDS process

- 5.7 During January 2017, the draft Directorate Plans are being 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.

- 5.8 This Panel is asked to consider the implications of the draft Place Directorate Plan and Resources Directorate Plan 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.
- 5.9 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:

Communities, Transport & Environment PDS Panel remit	Directorate Plan
<ul style="list-style-type: none"> • Transport Development (transport planning/policy, major transport infrastructure) • Major Transport Schemes • Highways, Parking and Transport • Leisure and Culture (Sport & Active Lifestyles) • Environmental Services • Natural Environment, Green Infrastructure & Sustainability 	<ul style="list-style-type: none"> • Place Directorate Plan
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Place Directorate Plan • Resources Directorate Plan
<ul style="list-style-type: none"> • Community Safety • Big Society/3rd Sector Funding Initiatives • Libraries 	<ul style="list-style-type: none"> • Resources Directorate Plan

Next steps

- 5.10 Cabinet will consider the feedback received and prepare the Directorate Plans for final consideration and agreement at Cabinet and Council in February 2017.

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 Directorate Plan and Resources Directorate Plan 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 refresh of these directorate plans. A number of Area Forum meetings were also held during November in order to give partners, stakeholders and members of the public the opportunity to hear more about the budget challenge facing us, express views on potential impacts and local priorities and raise ideas and questions.
- 8.3 A short animation with information about the budget process has been developed and publicised online in order to raise awareness and communicate key messages: <https://www.youtube.com/watch?v=e1i-y34PVn4>
- 8.4 An online feedback facility has been provided to allow for feedback on the proposals which were published on the 3rd January.

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.

Contact person	Louise Fradd (Strategic Director Place) Andrew Pate (Strategic Director Resources)
Background papers	B&NES Corporate Strategy 2016-2020 • http://www.bathnes.gov.uk/sites/default/files/bnes_corporate_strategy_2016-2020.pdf
Please contact the report author if you need to access this report in an alternative format	

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

Introduction

This plan sets out the future direction of the Place Directorate over the 4 year period ending in March 2020. The plan was first published in the autumn of 2015 and has just been updated. Year one of this plan is coming to a close and the budget to reflect year 2 is due to be set in February. The plan will be updated each year until 2020.

The Place Directorate plan is one of 3 departmental plans and reflects the Corporate Strategy and 2020 Vision, both of which were adopted in 2016 by the Council. The Place Directorate is one of three Directorates in the Council.

The plan contains a greater level of detail for year one. The detail for the following years will continue to develop as Council policy evolves and will take into account consultation about the services affected. There will be a staged approach to consultation with equalities impacts considered at the same time.

This edition of the plan will be considered by PDS panels in January 2017 having been developed on behalf of the Cabinet, and will inform the 2017/18 budget setting process.

The corporate strategic context remains largely unchanged but the financial context continues to deteriorate as increasingly tough financial targets are applied. The Council is now expecting to be self-sufficient and not reliant on general government grant from 2020.

The remainder of this four year plan remains as previously published last year except where highlighted by the use of italics. In addition the financial context section has been rewritten.

PART ONE – CORPORATE CONTEXT

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, the fire service and the voluntary sector.

‘Bath and North East Somerset will 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’

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

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

Financial Context

The previous Directorate Plans were primarily constructed to cover the 2016/17 financial year with some future direction of travel in line with the specific budget priorities and the Council's Corporate Strategy.

The Local Government Finance Settlement for 2016/17 provided definitive figures for 2016/17 together with an offer from Government to provide a guaranteed "minimum" funding settlement covering the period to 2019/20 in exchange for Council's providing 4 year efficiency plans. The Council submitted its plan in October and received confirmation that this had been accepted with confirmation that the Council can expect to receive the funding allocations published as part of the 2016-17 local government finance settlement in 2017-18, 2018-19 and 2019-20.

The multi-year settlement shows continuing significant reductions in the Council's core grant funding during the period to 2019/20. The Settlement also came with a number of further changes to local government finance during this period including:-

- Ongoing reductions to Public Health and education Support Grant funding in addition to core grant reductions.*
- A consultation on the future of the New Homes Bonus, as substantial changes are considered to reduce this funding stream by up to 60% by the end of the Spending Review period.*
- The implementation of the Business Rates Revaluation from April 2017 – this should be neutral across the country as a whole but there will be regional and even local impacts, including likely appeals from local businesses on any changes.*
- A series of consultations on Government proposals to provide for a 100% locally retained business rates scheme. This will have substantial implications for local government funding and Government has indicated this will be accompanied by an updated needs assessment of local government funding and, a transfer of additional unfunded responsibilities from Government.*
- Expansion of the Better Care Fund, including an additional £1.5bn of national funding between 2017/18 to 2019/20. The service or outcome delivery requirements accompanying this have not yet been set out.*

In light of these changes and the significant funding reductions already announced it is clear that we can expect the scale of the financial challenge facing the Council to continue right through to 2019/20 and potentially beyond.

Whilst the scale and speed of funding reductions will vary depending on the outcome of these national changes, there are also a number of factors which we can identify that will impact on local government funding going forwards:

- *The ongoing impact of demographic changes for Adult Social Care.*
- *The likelihood of increasing pay inflation (direct and indirect).*
- *The potential impact of changes to interest rates and the revenue cost of meeting the Council's full borrowing requirement.*
- *The level of inflationary cost pressures arising on Council services.*

The current Financial Planning work to look at the scale of this financial challenge for the Council over the 4-year period covering 2016/17 to 2019/20 estimates that the likely savings, or additional income required, will be around £49M. The Budget for 2016/17 included £12m of savings and additional income which are on track to be delivered, leaving a further £37m to be delivered over the next 3 years.

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 has been considering a full range of Spending Review options to make savings, explore new models of service delivery, deliver innovation and efficiency, and generate additional income in response to the financial challenge. The review has considered spending across the council to ensure, where possible, 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 – Budget proposals and Service Impact Statement

PART TWO – DIRECTORATE PLAN

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 next three years will continue to be challenging but will provide some opportunities.

Considerable progress has been made in 2016/17 as set out in the budget challenge consultation workshops. The presentations used for these can be found online.

The Place Directorate's strategic intentions are set below against the Council's 4 corporate priorities:

A strong economy and growth

We will:

- **Continue to** deliver the Core Strategy Target for jobs and infrastructure for Bath and North East Somerset, including the delivery of around 3,900 new homes between 2016/17 & 2019/20 *through the Placemaking Plan*
- Continue delivery of the Economic Strategy and launch a new B&NES wide business support contract by April 2017 and an employment hub by Spring 2018.
- Produce a draft Destination Management Plan by summer 2017 and gain approval of this and an Events Management Framework by *Autumn* 2017.
- Complete Transport Strategies for Chew and Somer Valleys by March 2017 having completed the Keynsham Transport Strategy in July 2016.
- Continue to deliver 'Better Business for All', which aims to deliver jobs and growth linked to regulatory services.
- Deliver the Heritage Services Business Plan 2016-2021. Establish the project management team from the Archway Centre by April 2017 and hit key milestones towards being on site during 2018 and 2019.
- Complete a Parking Review Study by March 2017 and commence implementation of any changes ensuring they link with strategic aims.
- *Continue to deliver* the Bath City Riverside Enterprise Area Masterplan including the generation of 1650 jobs, 920 homes by 2020 and agreement on Bath Quays North and South development.
- Agree the Somer Valley **Enterprise Zone** Implementation Plan with the Midsomer Norton digital pilot established by *Summer* 2018.
- 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 by *summer 2017*
- Following approval of the Highway Asset Management Plan in March 2017, begin implementation 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 Local Enterprise Partnership funding, Local Growth Fund £500k pa and implement Cycle Ambition Fund by Autumn 2018.
- Continue to roll out broadband within B&NES, by launching the Bath City Centre Wi-Fi project by *Summer 2017* and signing contracts for the second phase of *Connecting Devon & Somerset* by *winter 2017*.
- Present a report to Cabinet *early in 2017* on the *site* options for the Park and Ride to the East of Bath as part of an integrated transport solution.
- Prepare and adopt the Joint Spatial Plan and Transport Study in partnership with the other West of England authorities by December 2018.

A focus on prevention

We will:

- Complete the Water Space Study by *spring* 2017, and continue to develop and deliver projects and capital works relating to this during *2017-18*
- Implement the Network Management Plan following its approval in March 2017.
- Re-locate and develop a modern purpose built waste facility by March 2020.
- Implement actions following review of the Fleet Management service. Replace 20% of the light fleet with alternative fuel vehicles by March 2020.
- Consider ways to continue to deliver an Urban Gulls Strategy and present options to Members for consideration in the budget setting process.
- ***Continue to*** work with partners to develop and support sustainable and affordable housing solutions for those who are homeless or in need. Deliver 465 new affordable homes over a 3 year period 2015 -2017 comprising: intermediate housing; Starter Homes; and affordable homes for rent.
- Improve air quality through the monitoring of air quality action plans for Keynsham and Saltford and develop an air quality action plan for Bath by December 2017.
- 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 our partner GLL by improving Bath's leisure centre by *February* 2018 and refurbishing the leisure centre in Keynsham by March 2019
- ***Continue to work with partners on flood mitigation and prevention.***

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 for B&NES following a decision by Cabinet in July 2016 with implementation commencing October 2017 and a new waste disposal contract with the WoE by 2020. Achieve an 80% household waste recovery rate.
- Work with Parish Councils, communities and key partners to deliver and adopt ***around two*** Neighbourhood Plans *per year*.
- Maintain 50% of major planning applications delivered within 13 weeks.
- Continue to complete 95% of land searches within 10 working days and 90% of building regulations applications to receive a decision in 3 weeks.
- *Continue to maintain our Customer Service Excellence status achieved in December 2016.*
- ***Continue to progress the local plan documents in the Council's local development framework including a Review of Houses of Multiple Occupation supplementary guidance.***

An efficient business

We will:

- Explore bids for hybrid buses for the East of Bath Park and Ride if/when Members choose to progress the delivery of such a scheme.

- Continue to Investigate the benefits of a possible joint Highways Contract with North Somerset Council with a view to issuing tender documents during 2018
- Continue to explore ways to develop the parks service and generate income through events and weddings and consider other options as part of a “Parks Review” during 2018.
- Explore in detail the options available for the delivery of the Bereavement service to generate greater income and investment during 2017.
- Continue to deliver a three year rolling plan for Highways capital works throughout 2017-20.
- Implement the projects outlined as part of the Strategic Review 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.	<i>Enterprise Area</i> 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
<i>Difficulty in achieving the affordable housing provision.</i>	Council funded schemes where appropriate; use of sec 106 and CIL funding where appropriate and effective partnership working with Housing & Communities Agency 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
<i>Delivery of capital projects and capitalised fees.</i>	<i>There is a risk with all capital projects where fees have been capitalised against them for potential reversion to revenue if the project is not implemented.</i>
<i>Devolution timescales</i>	<i>Officers are fully participating and leading on key emerging issues associated with Transport and Planning to ensure that we are able to react effectively</i>

Performance Management

The Directorate intentions will be reflected in individual Team Plans for each of the Divisions in the Council. These team plans are a mixture of deliverable actions and key performance indicators. Overall performance of these plans will be reported quarterly and via an Annual Report through

senior management teams, Informal Cabinet and the Policy Development and Scrutiny process. The underlying information will be published as Open Data.

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.

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 expected that the number of posts will fall as indicated in the impact statements. However, through TUPE transfers and effective management of staff turnover it is intended compulsory redundancies will be kept to a minimum. There will continue to be a shift in skills requirements towards commercial skills.

Partnerships with external commercial organisations, especially in finance, have been developed to support this. For capital project delivery external expertise will continue to be bought in to work as part of the Project Delivery structure 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 but new opportunities are arising from the success of flexible working and office reconfiguration linked to the Workplaces 2018 project. Further integration with health may provide opportunities as the Your Care Your Way initiative progresses but will also be influenced by the Strategic Transformation Programme within the NHS.

Appendices

- Appendix 1: Directorate structure
- Appendix 2: Analysis of Headline Numbers for 2016/17 for comparison purposes
- Appendix 3: Draft Capital Programme - new & emerging items
- Appendix 4: Budget proposals and Service Impact Statement

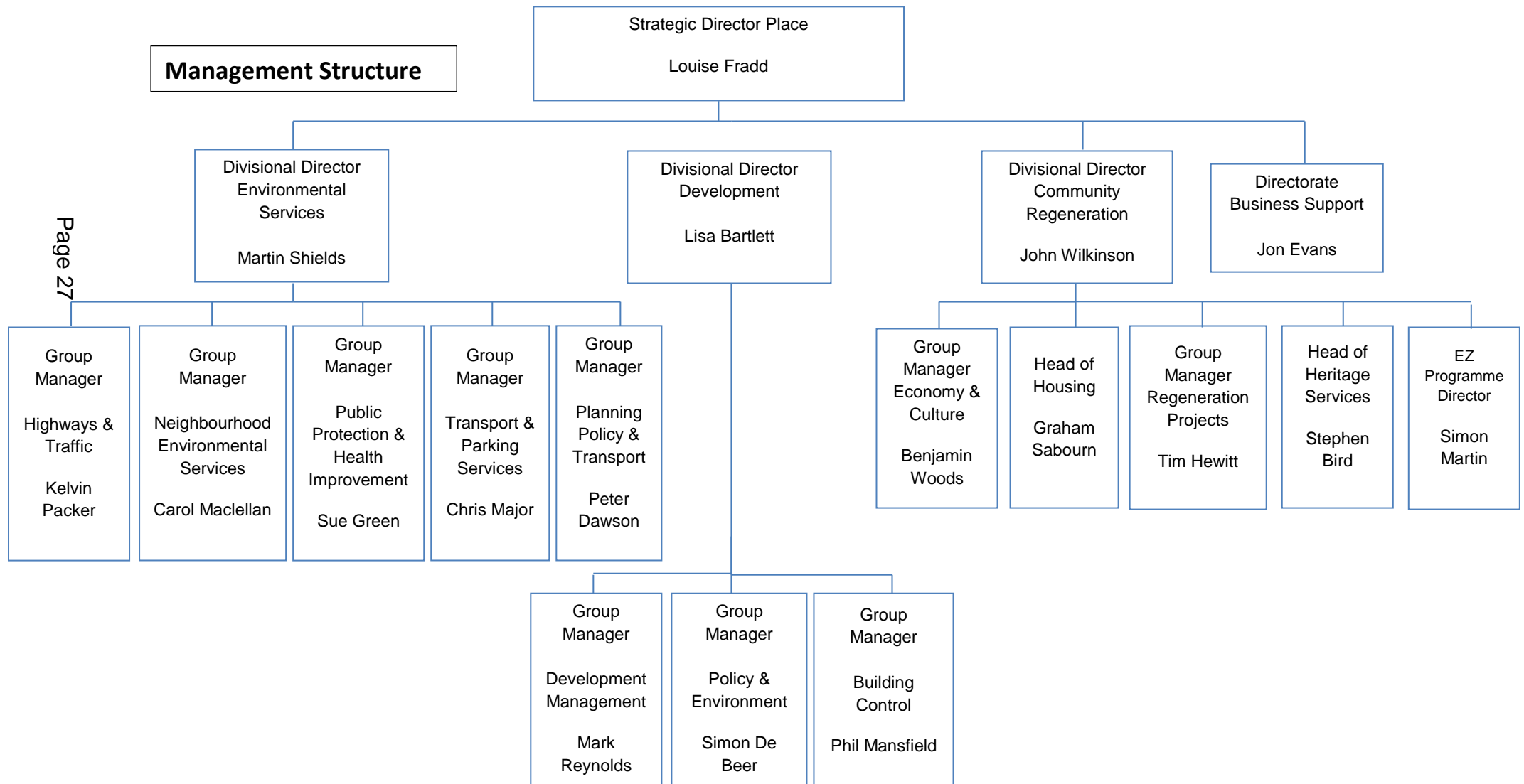
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Appendix 1 – Directorate Structure

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.

Management Structure



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Appendix 2 – Analysis of Headline Numbers for 2016/17 for comparison purposes

Service	2016-17		
	Gross	External Income	Net Budget
	£'000	£'000	£'000
Environmental Services	42,338	(19,193)	23,145
Highways & Traffic Management	8,291	(791)	7,500
Public Protection & Health Improvement - Regulatory	2,981	(1,116)	1,865
Public Protection & Health Improvement - Active Lifestyles	670		670
Neighbourhoods & Environment - Waste & Fleet Services	17,096	(2,767)	14,330
Neighbourhoods & Environment - Parks & Bereavement Services	3,746	(2,168)	1,578
Transport & Parking Services - Parking	3,393	(10,037)	(6,644)
Transport & Parking Services - Public & Passenger Transport	6,161	(2,314)	3,847
Community Regeneration	14,854	(17,416)	(2,563)
Heritage including Archives	10,783	(16,468)	(5,685)
Housing	1,920	(537)	1,383
Regeneration, Skills & Employment	317		317
Economy and Culture	1,686	(412)	1,274
World Heritage	147		147
Development	4,660	(2,700)	1,960
Building Control & Land Charges	1,175	(956)	220
Development Management	3,484	(1,744)	1,740
Place	329		329
Place Overheads	329		329
Total for Place Cashlimits	62,181	(39,310)	22,871

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Appendix 3 - Capital Programme – New & Emerging Items 2017/18 – 2020/21

PLACE DIRECTORATE

	Costs				Funding		
Project Title	Total 2017/2018	2018/19 Onwards	Total 5 Year Cost		Borrowing/ Capital Receipts	Grants/ External Funding	Comments: All projects proposed for provisional approval unless otherwise stated
	£'000	£'000	£'000		£'000	£'000	
Environmental Services							
New/Emerging Schemes							
Highways Maintenance Programme	3,938	0	3,938		0	3,938	Proposed for Full Approval
Transport Improvement Programme	2,230	0	2,230		0	2,230	Proposed for Full Approval
Transport Improvement Programme	0	4,652	4,652		0	4,652	
Highway Structural Maintenance Block	0	13,358	13,358		0	13,358	
Existing Park & Ride Traffic Control Equipment	0	30	30		30	0	
London Road Modification	200	0	200		200	0	
20 Dorchester Street, Traffic Review	100	0	100		100	0	
20 Somerdale Bridge, Keynsham – Initial Options Study	70	0	70		0	70	Full scheme subject to review of options
Parking enforcement Hand Held Computer Terminal replacement	0	80	80		80	0	
Body Worn Video Cameras for Civil Enforcement Officers	25	25	50		50	0	
Replacement Mopeds for Outer Area Parking Enforcement	0	35	35		35	0	
Radio System Replacement	0	45	45		45	0	
Litter Bin Replacement Programme	25	50	75		75	0	
Environmental Neighbourhood Services Vehicle Replacement Programme	715	1,576	2,291		2,291	0	
Allotments - More Plots for Bath	10	0	10		10	0	
Parks Action Response Work	288	0	288		0	288	
Parks Equipment	41	82	123		123	0	
Parks s106 Capital projects	289	429	718		0	718	
Parks Play Equipment	278	482	760		760	0	
Sydney Gardens: a 21st Century Pleasure Gardens	242	3,001	3,243		0	3,243	
Air Quality Monitor Replacement	20	58	78		78	0	

	Costs				Funding		
Project Title	Total 2017/2018	2018/19 Onwards	Total 5 Year Cost		Borrowing/ Capital Receipts	Grants/ External Funding	Comments: All projects proposed for provisional approval unless otherwise stated
	£'000	£'000	£'000		£'000	£'000	
Bath Leisure Centre - Car Park	200	0	200		0	200	
Keynsham Leisure Centre Refurbishment	0	3,600	3,600		3,600	0	Funded by improved income generation
Kingsmead Square Improvements	10	100	110		110	0	
Sub Total - Environmental Services	8,681	27,603	36,284		7,587	28,697	
Community Regeneration							
New/Emerging Schemes							
Disabled Facilities Grant	1,100	0	1,100		0	1,100	Proposed for Full Approval
Roman Baths & Pump Room energy reclamation	250	0	250		250	0	
Roman Baths & Pump Room electrical distribution	45	0	45		45	0	
Roman Baths & Pump Room – Infrastructure development	0	200	200		200	0	
Housing Delivery in EA (linked to Devolution)	10,000	30,000	40,000		0	40,000	
Disabled Facilities Grant Funding	0	4,400	4,400		0	4,400	
Archway Centre Public Realm	226	0	226		226	0	
Midsomer Norton Town Hall Transformation Project	110	2,570	2,680		1,558	1,122	
Keynsham High Street: Permanent Scheme	120	2,400	2,520		120	2,400	
River Avon Park	100	432	532		0	532	
Cattlemarket	150	0	150		150	0	
New Enterprise Zone – Infrastructure Plan	110	110	220		100	120	
Sub Total - Community Regeneration	12,211	40,112	52,323		2,649	49,674	
TOTAL PLACE NEW & EMERGING ITEMS	20,892	67,715	88,607		10,236	78,371	

Appendix 4 - Budget Proposals and Service Impact Statements

PLACE

Savings Title	How to be achieved	17/18 Saving £000	18/19 Saving £000	19/20 Saving £000	3 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
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Efficiency Savings

Commissioning of Destination Management (including Visitor Economy, markets, pop ups and events)	Supporting Bath Tourism Plus to become self sustaining	100	150	350	600	M/H	0	Work with Bath Tourism Plus on their property solutions.	Improved coordination of visitor economy activities for resident and visitors.
Street Lighting LED replacement	A replacement programme of existing lights with more efficient ones	28	5	0	33	L	0	Conversion of units to efficient LEDs & introduction of dimming technology.	Energy savings through more efficient lighting and more reliable lanterns. Achieved as an invest to save project
Investigate expansion of HMO licensing scheme &/or selective licensing	The Government has announced its intention to widen the criteria for properties to be included within the mandatory HMO licensing scheme. An element of this additional income will be used to purchase inspection and administrative support from existing staff resources in order to process the additional licences.	36	0	0	36	M	0	None	None
Depot Review	Rationalise depots to reduce costs and enable capital improvements to remaining sites.	62.5	37.5	0	100	L/M	Changes to working locations	Reduction in number of sites and improvement of remaining assets.	None
Service review within Development Management	Staff Restructure	21.4	7.1	0	28.5	L	0.6	None	None
Combine support functions - transport & licensing hub	Combine support functions - transport & licensing hub	20	0	0	20	M	0.5	None	Increased efficiency for the customer, but less capacity in highways to handle customer enquiries
Sub Total - Efficiency Savings		267.9	199.6	350.0	817.5				

Income Generating Opportunities

Film Office Option	Increase in income generated from management of filming in BaNES and sales of stock video / drone footage to film makers.	20	20	20	60	L	0	None	Expanding the service offer to other partners in order to generate greater income, will improve further the overall perception of the service.
Heritage Services business plan	Continued progression of business plan in line with recent performance.	390	300	250	940	M	0	None	To be managed through Heritage business plan.
Increase Homeseach Marketing Fees	Increase the recharges for this service.	7.5	7.5	7.5	22.5	M	0	None	None
Increase income from weddings in parks	Continue to build upon and maximise this existing income stream by improving exposure & marketing opportunities.	50	0	0	50	M	Additional 0.5 FTE	Use of Parks sites for Weddings	Site improvements may be required to maximise the potential return and these will be considered through individual business cases.
Spring Water	Income through the supply of spring water to third parties.	20	0	0	20	L	0	None	Existing expertise in this area will be maximised to achieve a greater income

Savings Title	How to be achieved	17/18 Saving £000	18/19 Saving £000	19/20 Saving £000	3 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
BaNES Enterprise Agency / SME Workspace Management	Development of a series of managed workshops in Bath(Quays) and Somer Valley (existing Wansdyke Business Centre) and a potential new facility managed by Basepoint who have expertise to generate an income.	0	50	0	50	L	0	None	Enhanced provision of managed workspace across B&NES
Income stream from Bath Casino	Receive an income stream through licensing agreement.	0	0	85	85	L	0	None	None
Transport & Parking Services review	A Parking Strategy Review will outline different parking charge options. This review will be concluded this financial year	335	227.5	0	562.5	H	0	None	A parking Review will ensure that spaces are optimised to support the local economy, it will also identify the appropriate location for cashless machines which will result in an efficiency saving.
Bereavement Service increase charges 12% Increase	Increase charges by 12%	60	60	0	120	L	0	None	None directly attributed. An offering for cheaper funerals will be developed for consideration .
Increase cost of Garden waste Collection	Increasing the charge for the collection of Garden Waste from £42 to £44	36	0	0	36	L	0	None	None
Increase Arboriculture Income	Increasing external tree inspection services to other organisations.	10	0	0	10	L	0	None	None
Increase Horticultural Income	Full cost recovery for the provision of floral arrangements and hanging baskets	20	0	0	20	L	0	None	None
Neighbourhood Planning applications from Parish Councils	Enabling further grant over 2 years by implementing with Parishes higher number of Neighbourhood Planning applications.	50	0	-50	0	L	0	None	Increased quality and support to Neighbourhood Plans would further enhance the relationships with communities and parishes.
Development Management additional income streams	Increasing charges for householder enquiries and charging for reviewing Neighbourhood Plans produced by Town and Parish Councils	5	0	0	5	L	0	None	Slightly enhanced service delivery through offering of new service of checking neighbourhood plans. Service retained as is for householder enquiries.
Business Advisory Public Protection - Pre-apps	Deliver a Business led 'Sustainable Regulatory Delivery Operating Model'	30	0	0	30	M	0	None	Better relationships with businesses and new business engagement opportunities.
Sub Total - Income Generating Opportunities		1,033.5	665.0	312.5	2,011.0				

Refinancing									
Disabled Facility Grants - retained at current level and refinanced from grant.	Application of grant monies available.	265	0	0	265	L	0	None	None
Sub Total - Refinancing		265	0	0	265				

Service Redesign									
Transport - moving people from A to B	Through a cross Directorate Working Group looking at the opportunities to improve customer options whilst also being cost effective	477	525	568	1570	M	0	Infrastructure improvements to facilitate delivery changes.	Service delivery is being changed and structure reviewed to enable more interaction with the customer e.g. moving to more personalised budgets in relation to SEN transport options.
Arts Development	Phase out Art grants from the Council moving to a strategic support role.	57	57	319	433	L	0	None	The Council will cease to solely fund cultural activity via commissioning or grant except where match funding has been secured from strategic partners
Neighbourhoods& Environment - Parks	Reduce cost through meadow style planting and grass cutting regime	50	50	0	100	M	0	Long term growth on park land.	Areas of the district will retain short mown grass, however more areas will have longer meadow-style areas.

Savings Title	How to be achieved	17/18 Saving £000	18/19 Saving £000	19/20 Saving £000	3 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Recycling Centre resourcing review	Reduce staffing at recycling centres during quiet periods	10	0	0	10	L	1	None	None
Review of Dog Warden Service	Provide statutory minimum service	30	30	0	60	M	Up to 2	None	Statutory duty in terms of the Dog Warden Service is to (i) collect; & (ii) kennel stray dogs for 7 clear days. The revised service will deliver on the statutory elements only.
Time banding vans at recycling centres	Time banding slots for vans at recycling centres to reduce trade abuse	10	0	0	10	L	0	None	Residents wanting to use the Recycling Centres with Vans and Trailers will only be able to so at specified times.
Proof of residency only change from electronic	Administratively change residents permits from electronic to "proof" of residency only	10	0	0	10	L	1	None	Residents will be required to show proof of residency when using the Recycling Centres.
Optimise (& prioritise) cyclic highways maintenance programme	Deliver savings through: - Optimising maintenance schedule - Prioritising spend areas within maintenance schedule - and placing controls around enabling spend against priority areas	125	125	0	250	M	0	Highway network managed decline.	Adoption of nationally recognised guidance for highway maintenance, which has moved to a risk based approach.
Sub Total - Service Redesign		769	787	887	2,443				

TOTAL PLACE

2,335.4	1,651.6	1,549.5	5,536.5
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Bath and North East Somerset Council - Resources Directorate Plan 2016/17 to 2019/20

Introduction

This plan sets out the future direction of the Resources Directorate over the 4 year period ending in March 2020. The plan was first published in the autumn of 2015 and has just been updated. Year one of this plan is coming to a close and the budget to reflect year 2 is due to be set in February. The plan will be updated each year until 2020.

The Resources Directorate plan is one of 3 directorate plans and reflects the Corporate Strategy and 2020 Vision, both of which were adopted in 2016 by the Council. Legal & Democratic Services have been included within the Resources Directorate plan for convenience.

The plan contains a greater level of detail for the coming year. The detail for the following years will continue to develop as Council policy evolves and will take into account consultation about the services affected. There will be a staged approach to consultation with equalities impacts considered at the same time.

This edition of the plan will be considered by PDS panels in January 2017 having been developed on behalf of the Cabinet, and will inform the 2017/18 budget setting process.

The corporate strategic context remains largely unchanged but the financial context continues to deteriorate as increasingly tough financial targets are applied. The Council is now expecting to be self-sufficient and not reliant on general government grant from 2020.

This four year plan remains as previously published last year except where highlighted by the use of italics. In addition the financial context section has been updated.

PART ONE – CORPORATE CONTEXT

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, the fire service and the voluntary sector.

‘Bath and North East Somerset will 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’

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. Over 90% of children attend Good or Outstanding schools 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

By getting this right we will be able to achieve our vision for Bath and North East Somerset and for local residents.

Financial Context

The previous Directorate Plans were primarily constructed to cover the 2016/17 financial year with some future direction of travel in line with the specific budget priorities and the Council's Corporate Strategy.

The Local Government Finance Settlement for 2016/17 provided definitive figures for 2016/17 together with an offer from Government to provide a guaranteed "minimum" funding settlement covering the period to 2019/20 in exchange for Council's providing 4 year efficiency plans. The Council submitted its plan in October and received confirmation that this had been accepted with confirmation that the Council can expect to receive the funding allocations published as part of the 2016-17 local government finance settlement in 2017-18, 2018-19 and 2019-20.

The multi-year settlement shows continuing significant reductions in the Council's core grant funding during the period to 2019/20. The Settlement also came with a number of further changes to local government finance during this period including:-

- Ongoing reductions to Public Health and Education Support Grant funding in addition to core grant reductions.*
- A consultation on the future of the New Homes Bonus, as substantial changes are considered to reduce this funding stream by up to 60% by the end of the Spending Review period.*
- The implementation of the Business Rates Revaluation from April 2017 – this should be neutral across the country as a whole but there will be regional and even local impacts, including likely appeals from local businesses on any changes.*
- A series of consultations on Government proposals to provide for a 100% locally retained business rates scheme. This will have substantial implications for local government funding and Government has indicated this will be accompanied by an updated needs assessment of local government funding and, a transfer of additional unfunded responsibilities from Government.*
- Expansion of the Better Care Fund, including an additional £1.5bn of national funding between 2017/18 to 2019/20. The service or outcome delivery requirements accompanying this have not yet been set out.*

In light of these changes and the significant funding reductions already announced it is clear that we can expect the scale of the financial challenge facing the Council to continue right through to 2019/20 and potentially beyond.

Whilst the scale and speed of funding reductions will vary depending on the outcome of these national changes, there are also a number of factors which we can identify that will impact on local government funding going forwards:

- The ongoing impact of demographic changes for Adult Social Care.*

- *The likelihood of increasing pay inflation (direct and indirect).*
- *The potential impact of changes to interest rates and the revenue cost of meeting the Council's full borrowing requirement.*
- *The level of inflationary cost pressures arising on Council services.*

The current Financial Planning work to look at the scale of this financial challenge for the Council over the 4-year period covering 2016/17 to 2019/20 estimates that the likely savings, or additional income required, will be around £49M. The Budget for 2016/17 included £12m of savings and additional income which are on track to be delivered, leaving a further £37m to be delivered over the next 3 years.

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 has been considering a full range of Spending Review options to make savings, explore new models of service delivery, deliver innovation and efficiency, and generate additional income in response to the financial challenge. The review has considered spending across the council to ensure, where possible, 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 – Budget proposals and Service Impact Statement

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 and marketing, 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 has a value of about £4Bn which supports 230 employers and over 100,000 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. This role is now transferring to the Mayoral Combined Authority.

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 delivered over the 3 years prior to this plan - through its own budgets or corporate budgets

under its stewardship - over 50% of the Council's total savings. 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 remain more expensive than the average.

Main report: Directorate intentions

The next three years will continue to be challenging but will provide some opportunities.

*Considerable progress has been made in 2016/17 as set out in the budget challenge consultation workshops. The presentations used for these can be found online and in the case of the Resources department include references to the following **achievements**:*

- *Supporting the development of the £1Bn Devolution Deal for the West of England and acting as the lead authority for financial aspects of the deal – the deal is expected to translate into statute early in the new year and ready for a Mayoral Combined Authority to commence in time for the 2017/18 financial year*
- *Negotiating devolution related business rates retention pilot with additional financial benefits in at least the next two financial years and worth for this Council in the order of £2.5M p.a.*
- *Securing the financial underpinning of the £500M West of England City Deal so that the economic development fund can continue to be viable under the “no worse off principle” agreed with government despite the potential that had existed of the new business rates retention system undermining this funding.*

These three achievements apply across the three unitary authorities that make up the West of England devolution area. The last also benefits North Somerset. Locally this means that there is greater funding for infrastructure such as transport projects and economic development projects at the Quays in the new Enterprise Zone. A new Enterprise Zone for parts of the Somer Valley is an additional related benefit.

- *A new simpler and fairer Council Tax Support scheme has been developed and will be implemented from April 2017. Targeted support will be provided to those affected. Greater alignment with universal credit system will be achieved. The overall level of benefits payments has been protected and the changes will be phased in.*
- *Achieved substantial growth in commercial estate income through lease restructures, acquisitions and reviews.*
- *The Connecting Communities initiative locally continues to develop the forums in each of the 5 areas in B&NES and helps focus on the individual needs of each area so that bespoke solutions are possible. The Your Care Your Way procurement with the idea of GP surgeries as hubs builds on this thinking. A review of the Parish Charter is now underway.*
- *The procurement team has helped support some significant re-procurements not least in health and social care, but also leisure where this is resulting in capital investment in existing facilities.*

- *A new business partner namely EY has been appointed to advise on strategic and technical financial issues such as the development of the Quays but also other due diligence work and business planning to help achieve savings.*
- *The new Council owed property company (ADL) for the development of housing which is mainly to rent, has been established and is on track to deliver its financial targets.*
- *Initiated a “Modern Libraries” review to look at how the library service can continue to thrive despite tough financial targets, through: better integration with other services, closer working with communities, better use of technology and investment in facilities.*
- *Supported various sustainability initiatives such as developing new construction guidance and delivering with housing the Energy @ Home service.*

The Directorate’s **strategic intentions** are set below against the Council’s 4 corporate priorities:

- **A strong economy and growth**

We will:

1. 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.
2. Collaborate with the two 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.
 - a. *These intentions (1&2) will now translate into the work to create the Mayoral combined Authority and implement the financial aspects of the devolution deal*
3. 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, and 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 about £18M over the life of the plan).
 - a. *This will now include delivery of a new commercial estate strategy, investment outside of B&NES but mainly in WoE, and the build of the new offices on Bath Quays South plus redevelopment of the old Keynsham Riverside site.*
4. 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. *This is now substantially complete with just one unit remaining.*
5. Contribute by leveraging Council network fibre assets as part of the Smart City initiative using intelligent infrastructure to facilitate data capture and subsequently resale.

- **A focus on prevention**

We will:

6. 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.

- a. *Now moving into the delivery stage following consultation and contract award for the prime provider.*
- 7. 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.
 - a. *Successful to date and achieved targets but business case under review.*
- 8. 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.
 - a. *Market testing for a provider of a local energy tariff underway to achieve a range of community benefits especially for the fuel poor and to generate income.*
- 9. 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.
 - a. *Successful projects in home to school transport and registrars plus licensing and now moving into core processes – pay for it, book it, report it etc. - to support a digital transformation programme.*
- 10. 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.
 - a. *Internet access is now free in libraries. Modern Libraries consultation underway with emphasis on local solutions.*
- 11. Continue to work with the Police on local community safety initiatives.
- 12. 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. *Police now part of One Stop Shop in Bath. Difficulty in achieving contributions from users of the CCTV service. Opportunities still being explored.*

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

We will:

- 13. 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.
 - a. *All 5 Forum areas up and running. Parish Charter under review. Looking at opportunities beyond meetings to ensure local needs in the areas understood and reflected in service patterns.*
- 14. 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.
 - a. *Part of Modern Libraries review*
- 15. 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.
 - a. *Part of Modern Libraries review*

16. Integrate the Registrars function into Customer Services and also develop further related income generation opportunities.
 - a. *Completed. Now working on service improvements.*
17. 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.
 - a. *Under review.*
18. Continue to support community asset transfers where this can be achieved without excessive cost the Council and where community benefits clearly arise.
 - a. *Opportunity driven. Ongoing.*
19. 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.
 - a. *Completed. Now need to focus on well supported transition.*

- **An efficient business**

We will:

20. 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.
 - a. *This has been achieved to date through the MSR process – management and staff review 2016 - £3M for Resources – together with the various income generation targets – the financial appendix shows how this continues on target*
21. 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.
 - a. *All on target except sustainable energy which is dependent on the energy tariff market testing*
22. Review commissioning intentions across the Council to identify opportunities to focus on key objectives and achieve economies.
 - a. *This will now take on a greater focus supported by EY as the Council looks for a dynamic approach to procurement and more savings from this.*
23. Provide organisational development to support the changing needs of the Council.
24. Deliver further efficiencies by extending and renewing the existing efficiency programmes.
 - a. *Council efficiency plan approved by government November 2016*
25. 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
 - a. *Used the Customer Service Excellence initiative and award to help drive this (26,27&28). More to do as the Council transforms. Completed various reviews. Will be linked to Digital by Choice transformation programme*
26. 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.
27. 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).

- a. *Avon Pension Board now established. Project Brunel looks at combining investments into one SW fund and is at feasibility stage.*
- 28. Explore further opportunities to collaborate better with other public sector partners.
 - a. *Opportunities being explored arising from: Strategic Transformation Plan for health; Devolution for strategic aspects of transport, skills, housing, planning and infrastructure; further development of Audit West; schools support services and trading functions (inc. catering & cleaning).*
- 29. Provide a corporate support function for the whole Council and key strategic partners where relevant, by effectively delivering business management, strategic planning, business intelligence and communications functions.

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.

In addition the following intentions should be added:

- 30. *Assemble Council wide digital transformation programme to enable “digital by choice” approach for all key customer services, with simpler end to end processes, and a more truly mobile workforce plus better citizen engagement. This is intended to be a major driver of efficiencies and improvement, enabling the Council to continue to function effectively with fewer resources and will be a 3 year programme.*

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 *as well as the digital programme*. There is an interest rate risk until the borrowing is locked into longer term fixed rates *but the main issue for the Council is that higher rates would limit invest to save opportunities*. A new LA company structure will be required to minimise the trading risks *and has started to be created to enable the ADL property company to function effectively*.

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

The Directorate intentions will be reflected in individual Team Plans for each of the Divisions in the Council. These team plans are a mixture of deliverable actions and key performance indicators. Overall performance of these plans will be reported quarterly and via an Annual Report through senior management teams, Informal Cabinet and the Policy Development and Scrutiny process. The underlying information will be published as Open Data.

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 impact statement, and draft 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 (Chief Finance Officer), and responsible for the corporate finance strategy.

In terms of workforce it is expected that the number of posts will fall as indicated in the impact statements. However, through TUPE transfers and effective management of staff turnover it is intended compulsory redundancies will be kept to a minimum. There will continue to be a shift in skills requirements towards commercial skills. Partnerships with external commercial organisations, especially in finance, have been developed to support this. For capital project delivery external expertise will continue to be bought in to work as part of the Project Delivery structure 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 *but new opportunities are arising from the success of flexible working and office reconfiguration linked to the Workplaces 2018 project.* Further integration with health may provide opportunities as the Your Care Your Way initiative progresses *and will put us in a strong position to support delivery of the Sustainability and Transformation Plans being developed with our NHS partners.*

Attachments

- Appendix 1: Directorate structure
- Appendix 2: Analysis of Headline Numbers for 2016/17 for comparison purposes
- Appendix 3: Draft Capital Programme - new & emerging items
- Appendix 4: Budget proposals and Service Impact Statement

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 of 2016/17 for comparison purposes**

Service	2016-17 Budget				
	Gross	Income	Net Budget	Staffing	
	£'000	£'000	£'000	FTE	Headcount
Customer Services	6,106	(2,190)	3,916	166	215
Council Connect	1,151		1,151		
Registrars	465	(555)	(90)		
Revenues & Benefits	3,042	(1,497)	1,545		
Libraries & Information	1,644	(138)	1,505		
Hsg / Council Tax Benefits Subsidy	(195)		(195)		
Business Support	8,960	(1,414)	8,103	207	222
Information Technology	5,001	(584)	4,417		
Business Transactional Services	1,380	(155)	1,782		
Corporate Finance	650	(195)	455		
Management Accountancy	662	(62)	600		
Audit, Risk & Assurance Services	1,110	(418)	692		
Procurement	156		156		
Property & Project Delivery	8,715	(18,952)	(10,237)		
Corporate Estate	3,658	(906)	2,888		
Commercial Estate	3,215	(16,633)	(13,486)	87	90
Project Delivery	172		172		
Print	8	(35)	(50)		
Catering	1,408	(1,171)	258	123	315
Cleaning	253	(206)	(19)		
Strategy & Performance	3,811	(325)	2,929	66	73
Community Services	1,375	(60)	1,315		
Corporate Services	1,920	(190)	1,173		
Human Resources	516	(75)	441		
Legal & Democratic Services	2,725	(175)	2,550	35	40
Legal Services	1,004	(145)	859		
Democratic Services	1,530	(24)	1,506		
Electoral Services	191	(6)	185		
Total for Resources Cashlimits only	30,318	(23,057)	7,261	684	955

Notes

The directorate also carries out the functions relating to the Council's role as the Accountable body for the West of England Partnership including the City Deal Economic Development Fund

Council wide Support Services Budgets within the Directorate budget is equivalent to 4% of the Council's Gross Budget.

The Corporate Budgets also managed within the directorate include: Business Rates, £66.2m for 2016/17 (includes the Fire Authority and central government share) and Council Tax £95.6m (including parishes, police and fire precepts)

Housing Benefit administered by the service in 2016/17 is estimated at £55.4m and Local Council Tax Support at £8.5m.

The Avon Pension fund is also managed by Business Support, is accounted for completely separately, has a value of approximately £4Bn, serves 230 employers and has over 100,000 members"

The Corporate functions also carried

- Treasury Management
- Vat Advice and Management
- Compilation and submission of Statutory Financial Statements

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Appendix 3 – Capital Programme – New & Emerging Items 2017/18 – 2020/21

RESOURCES DIRECTORATE

	Cost			Funding		
Project Title	Total 2017/2018	2018/19 Onwards	Total 5 Year Cost	Borrowing/ Capital Receipts	Grants/ External Funding	Comments: All projects proposed for provisional approval unless otherwise stated
	£'000	£'000	£'000	£'000	£'000	
Property Services						
New/Emerging Schemes						
Corporate Estate Planned Maintenance	1,357	0	1,357	1,357	0	Proposed for Full Approval
Equality Act Works	150	0	150	150	0	Proposed for Full Approval
Commercial Estate Investment	29,100	24,500	53,600	53,600	0	To deliver commercial income
Cleveland Pools Trust	200	0	200	200	0	Grant to community led project
Corporate Estate – Remediation Works	250	0	250	250	0	For works arising from statutory compliance tests
Sub Total - Property Services	31,057	24,500	55,557	55,557	0	
Business Support						
New/Emerging Schemes						
Digital Programme	1,850	3,150	5,000	5,000	0	Council wide cross cutting programme
IT Asset Refresh Programme	271	1,241	1,512	1,512	0	Routine programme
Income systems upgrade	45	0	45	45	0	
Sub Total - Business Support	2,166	4,391	6,557	6,557	0	
Customer Services						
New/Emerging Schemes						
Modern Libraries & Workplaces	5,953	0	5,953	5,595	358	To enable revenue savings
Radstock Healthy Living Centre	1,046	0	1,046	760	286	Part of wider scheme funded by NHS England – library, children's centre, health visitors, new GP surgery – saves revenue for the Council
Revenues & Benefits System	0	750	750	750	0	End of life replacement
City Centre Protection Measures	200	0	200	200	0	To reflect Police advice
Sub Total - Customer Services	7,199	750	7,949	7,305	644	

	Cost				Funding		
Project Title	Total 2017/2018	2018/19 Onwards	Total 5 Year Cost		Borrowing/ Capital Receipts	Grants/ External Funding	Comments: All projects proposed for provisional approval unless otherwise stated
	£'000	£'000	£'000		£'000	£'000	
Strategy & Performance							
Bath Area Forum – CIL Funded Schemes	140	0	140		0	140	Equivalent to the parish element of local schemes
Sub Total – Strategy & Performance	140	0	140		0	140	
TOTAL RESOURCES NEW & EMERGING	40,562	28,641	70,203		69,419	784	

Appendix 4 - Budget Proposals and Service Impact Statements

Savings Title	How to be achieved	17/18 Saving £000	18/19 Saving £000	19/20 Saving £000	3 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
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RESOURCES

Efficiency Savings									
IT Services – Core Efficiency Programme	Cost reduction and efficiency based on further centralising IT functions, consolidating the number of applications, sharing larger applications, a more flexible but lower cost infrastructure.	100	100	0	200	L	0	None	Capacity will be restricted especially for additional service requests
Business Finance – Income and Debt Transactional Services	To consolidate the approach to income collection and debt recovery services across the Council. May include referral to specialist debt recovery services.	75	50	0	125	M	0	None	
Lean Review of Transactional Services	To undertake a lean review of all Procure to Pay, including procurement cards transactional financial service activities across the Council. This may also include income collection activity as appropriate.	50	0	0	50	M	0	None	
Payroll and HR Services	To reduce HR and Payroll costs, improve efficiency using capability from new iTrent system to the full	100	0	0	100	M	0	None	
Digital and online	Reducing postal costs, issuing online bills and letters and increasing web form usage for Council Tax and other relevant services	0	0	100	100	M	0	None	Users without digital access will need to be accommodated to avoid any adverse impacts. Otherwise service should be faster and simpler plus more up to date.
Corporate estate	Further consolidation of corporate estate including the few small stand alone offices that remain	50	50	0	100	M	0	Releasing corporate assets to add to the commercial estate	None. Offices may include Charlotte St and Broad St.
Deliver Council Connect Magazine differently	Reduce the overall spend on Council Connect magazine through reprocurement and reformatting plus use for internal adverts	15	15	0	30	L	0	None	
Sub Total - Efficiency Savings		390	215	100	705				

Income Generating Opportunities									
Property development company	<ul style="list-style-type: none"> To generate Revenue Income for the Council To hold, manage and operate market housing for private short-term lettings. To sell market housing for investment Provision of other market housing related activity Deliver and manage other commercial and property developments. To deliver long term capital appreciation 	225	150	200	575	M	0	Better use of underused or vacant Council sites	Also generates new homes bonus, Council Tax, and capital receipts. Improves service delivery by fulfilling the agreed objectives: <ul style="list-style-type: none"> • Deliver new developments of market housing. • To align with Corporate Priorities • To manage market housing assets • To stimulate / accelerate market housing and development delivery • To improve supply, quality and quantity of private rented housing • To act as a responsible private landlord

Savings Title	How to be achieved	17/18 Saving £000	18/19 Saving £000	19/20 Saving £000	3 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Communications Hub & CCTV Income Generation	Approach the external Market to use the spare capacity in our 24/7 Operation, including CCTV monitoring, Radio monitoring, Lone Worker Support, and Alarm Monitoring.	50	50	50	150	H	0	None directly anticipated.	Community benefits from increased security for those that use the service.
Energy services for B&NES	Local Energy Services in the form of a local tariff, energy supply and efficiency investments on Council buildings and investment in community led energy schemes	15	10	75	100	H	0	Renewable energy installations on some Council assets	Efficiencies but also positive impacts for the B&NES community especially those suffering fuel poverty
Commercial Estate	Active commercial property investment approach targeted at acquisitions in line with the councils commercial estate strategy - which is being refreshed to include properties beyond B&NES boundaries and mainly in the WoE devolution area - and non retail investments	525	825	125	1475	M	2 additional	Increase in number of assets held by the commercial estate	The strategy relies on the Council's cost of borrowing remaining low relative to property returns. Fixed rates borrowing is to be used as investments occur. Some additional specialist staff may be required to support the active approach although external advice remains key.
Parish Councils to contribute to By-Elections	Parish Councils will be asked to contribute to the cost of running their by-elections - 50% for the first by-election and then 100% for future ones with discretion to waive the charge in specified circumstances.	10	0	0	10	M	None	None	More effective use of resources. The number of Parish Council by-elections and their cost has been increasing over several years.
Sub Total - Income Generating Opportunities		825	1,035	450	2,310				

Service Redesign									
Simplify administration of local council tax support scheme	Simplify Council Tax Support to ensure limited funds are targeted to the most disadvantaged, with application and administration aligned better with Universal Credit roll out	70	0	0	70	L	2	None	Better targeting of financial support and only administrative savings. The transition needs to be well managed and linked to UC roll out to achieve this.
Modern Libraries Review	Develop the Keynsham model for joint one stop shop and library service in Bath and Midsomer Norton Consult with local communities for alternative delivery of library services to reduce our staffing & resources commitment across the area including a review of mobile services. Savings achieved through staff reduction; efficiencies. Income from sale of assets and lettable space	100	0	700	800	M	25	Lewis house Bath OSS needs to be adapted. MSN Hollies OSS to be adapted. Existing libraries in Bath and MSN to be relocated into the extended OSS facilities. Other community libraries changes will be dependant upon locally agreed approaches.	Integrating services in 3 main population centres will see an increased focus on the new digital agenda; helping people to access resources and gain appropriate skills; with a focus on children and families and developing skills for the economy Access to 3 million books across Libraries West will be maintained with the browsing experience being enhanced through innovative use of digital technology In Rural areas the impacts will dependent upon local community solutions and have potential to enable longer opening hours and more vibrant community hubs and shared facilities.
Establishment of Internal Audit Trading Company	As part of the natural evolution of the Audit West Partnership with North Somerset Council to establish the organisation as a local authority controlled trading (Ltd) company. Also possibly extend the partnership.	20	45	20	85	M	0	None	Possible TUPE implications - transfer of staff
Thermae Spa profit share	To reflect projected future increases in the Spa Profit Share agreement	150	0	0	150	L	0	None	

Savings Title	How to be achieved	17/18 Saving £000	18/19 Saving £000	19/20 Saving £000	3 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Business partnering - Accountancy	To establish an external business partner for the delivery of accounting and corporate financial services to the Council covering Business Planning, Specialist Financial Advice, Staff Secondment and Training and Development.	0	50	50	100	L	0	None	Offers improvements including additional specialist support paid for by projects that require it as well as enhanced due diligence work.
Legal Service review and business partnering	Implementation of Legal Service restructure with better targeted use of external legal advice	0	50	50	100	H	0	None	Improved value for money
Traded services	Combining and co-locating Print and Post services followed by procurement to support specialist and bulky print requirements and linking this with support to move away from print to digital	25	25	0	50	L	2	Release of Dartmouth Avenue site back into Commercial Estate use	the strategy depends on costs of borrowing remaining low for the Council relative to property returns
Staffing reduction	As a result of further consolidation of policy functions the numbers of posts in the service will be further reduced.	75	75	0	150	L	4	None	Less capacity for new initiatives and new policy development and support
Reduce the number of formal elected member meetings	Review of Council meetings may result in savings to this budget	5	0	0	5	M	0	None	Improved value for money / more effective use of resources
Sub Total - Service Redesign		445	245	820	1,510				
TOTAL RESOURCES		1,660	1,495	1,370	4,525				

ONE COUNCIL - CROSS CUTTING

Efficiency Savings									
Commissioning and Contract Management	Improvements to existing commissioning approaches including wider use of Dynamic Purchasing Systems, controls over contract variations and more effective Contract Management arrangements	87.5	262.5	0	350	M	0	None directly anticipated.	Potential to improve service delivery through more effective commissioning although increasing controls but will impact on management capacity and requires an agreed benefits realisation approach
Review and Reduce Discretionary Spend	Undertake a review of relevant commissioning discretionary spend	150	250	0	400	M	0	None directly anticipated.	This will focus on internal spend on day to day consumables and services not services for the public.
Review Purchase to Pay process	Undertake a review of purchase to pay process to ensure efficient payment of suppliers for approved spend ensuring invoices are processed efficiently	6.25	18.75	0	25	H	0	None directly anticipated.	May impact supplies if suppliers have not received official Council orders for goods and services.
Rightsize the organisation	Review of organisational, management and support arrangements to assess the opportunity for savings from changes to the operating model. This should reflect changes in Council activity resulting from budget prioritisation and new ways of working emerging from themes such as digital by choice, commercialisation, a stronger commissioning approach and better procurement	0	0	600	600	H	15	None directly anticipated.	The aim will be to avoid any impact but may result in less capacity and resilience

Savings Title	How to be achieved	17/18 Saving £000	18/19 Saving £000	19/20 Saving £000	3 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Apprenticeship Levy	A New National Apprenticeship Scheme comes into effect in 2016-17 with a levy to be paid by employers to meet recognised training cost. Full details are awaited and it is believed that there is an opportunity to offset some training costs for skills development against the levy.	0	25	0	25	M	0	None	Opportunity to enhance skills development across the workforce
Additional Savings expected from Legal Services when restructure fully implemented including external spend	Implementation of the proposed Legal Service restructure will enable a detailed review of the use of external legal advice, which it is anticipated will result in savings to client budgets. This is therefore a cross-cutting savings across all directorates. The Council is part of the Lawyers in Local Government (Southern) legal framework, which will be retendered in March 2017. This will secure savings when instructing external legal firms.	75	75	0	150	M	None	None	Improved value for money
Efficiency savings cumulative staffing impacts	The smaller efficiency targets above will in many cases impact on staff numbers required	0	0	0	0	H	12	Less office space	This shows cumulative staff impact of the smaller efficiency savings, which individually shown as having no staff impact, but when considered together are likely to have some impact. The larger changes affecting staff numbers are already separately quantified.
Finance Managers to undertake a review of reoccurring underspends	Undertake a review of existing and projected underspends from 2016/17 Outturn Budget.	550	0	0	550	M	0	None	May impact on some areas if underspends are being used to mitigate other cost pressures.
Sub Total - Efficiency Savings		869	631	600	2,100				

Service Redesign									
Devolution to town & parish councils	A number of Councils have devolved services and assets to town and parish councils. This has delivered savings through reducing duplication and leveraging-in additional resources such as volunteer time and the local skills and knowledge of town and parish councils. Before this is progressed in Bath and North East Somerset a devolution framework will be agreed with town and parish councils in our area.	0	25	0	25	M	0	Potential for asset transfer to town and parish councils	The aim is to improve efficiency and effectiveness of delivery through redesigning local services working with town and parish councils. There is the potential for pump-priming funds to be used from the Devolution Initiative Fund which would see investment in new ways of working to deliver savings.
Digital by Choice - digital services and customer services transformation	Digital means enabling the Council to continue to function effectively with fewer resources. Fundamentally re-designing many services from end to end – the customer gets what they need as quickly as possible, in a way that works for them. Well-designed digital solutions are cheaper, faster and often better. This is a truly council wide and cross cutting initiative.	0	0	2800	2800	M	70	new ICT and greater flexibility in working arrangements - less demand for office space	Services delivered more quickly and efficiently for customers & visitors. Also better use of data to target services. Benefits realisation approach will need to be developed. This is a truly cross cutting savings proposal and metrics and a methodology will be needed to both drive the creation of the savings and then apportion them. Shown as medium risk but the level of savings is high so at the margins the risk is high.
Sub Total - Service Redesign		0	25	2,800	2,825				

Savings Title	How to be achieved	17/18 Saving £000	18/19 Saving £000	19/20 Saving £000	3 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
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TOTAL ONE COUNCIL - CROSS CUTTING

869	656	3,400	4,925
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Savings Title	How to be achieved	17/18 Saving £000	18/19 Saving £000	19/20 Saving £000	3 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
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CORPORATE

Income Generating Opportunities									
Extra Business rate collection (improved tax base)		250	0	0	250		0		
City Deal Tier 3 Income	Recognition of projected Tier 3 income stream achieved from Business Rate growth in the Enterprise Area as part of the City Deal agreement.	45	80	60	185	L	0	None	This is extra revenue income derived from City Deal and linked to projected business rates growth - it is protected by the Devolution Deal.
Devolution - Business Rate Retention 100% Pilot	Council participation in the 100% Business Rates Retention Pilot for eligible Devolution Areas.	2500	0	0	2500	M	0	None	There is a risk that business rates appeals will erode this extra income.
New Homes Bonus	Additional New Homes Bonus as a result of increased housebuilding completions and empty properties brought back into use during 2015/16.	500	0	0	500	L	0	None	None
Sub Total - Income Generating Opportunities		3,295	80	60	3,435				

Refinancing									
Minimum Revenue Provision	A change in the Council's Minimum Revenue Provision (MRP) policy to move to a straight line basis over a period up to 50 years or the equivalent asset life.	3000	-140	-160	2700	L	0	None	None
Capital Financing Review	To review the financing of the Council's Capital programme to reflect sustained lower interest rates and actual scheme spend and delivery profiles.	500	0	0	500	L	0	None	None
Pension Deficit Prepayment	Utilising Council Cash flow to prepay the Council's pension deficit payments to the Avon Pension Fund for period to 2019/20 thus reducing the overall cost	200	0	0	200	L	0	None	None
Sub Total - Refinancing		3,700	-140	-160	3,400				

Service Redesign									
Parish Grants - Local Council Tax Support Scheme	Phased withdrawal / reduction in the Local Council Tax Support grant the Council currently makes to Parish & Town Councils and the Charter Trustees.	82	41	41	164	L	0	None	Parishes will need to allow for the impact on their budgets, precepts and associated Council Tax increase.
Sub Total - Service Redesign		82	41	41	164				

TOTAL CORPORATE

7,077	-19	-59	6,999
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Bath & North East Somerset Council		
MEETING/ DECISION MAKER:	Communities, Transport and Environment PDS Panel	
MEETING/ DECISION DATE:	16th January 2017	EXECUTIVE FORWARD PLAN REFERENCE:
TITLE:	Warm Water Swimming Provision within the refurbishment plans for Bath Sports and Leisure Centre and Keynsham Leisure Centre	
WARD:	All	
AN OPEN PUBLIC ITEM		
List of attachments to this report:		
Appendix 1 - Information supplied by the WWISE network on examples of the type of facilities they would like to see		
Appendix 2 - Warm Water Pools in the Bath and North East Somerset area		
Appendix 3 – Equality Impact Assessment		

1 THE ISSUE

- 1.1 The Warm Water Inclusive Swimming and Exercise (WWISE) group have campaigned for a number of years for warm water pools (at least 33 degrees centigrade) at a depth of 1.5 metres (5 feet) deep to be included within B&NES leisure centres to provide exercise opportunities for those with disabilities that restrict their movement so that standard pool temperatures feel too cold.
- 1.2 The Council and its leisure partner Greenwich Leisure Limited (GLL) are in the process of undertaking significant improvements and refurbishments of both Bath and Keynsham Leisure Centres to modernise the facilities as part of the Fit for Life Strategy and the WWISE group would like to see a warm water pool included within the plans.
- 1.3 Proposals have been submitted by WWISE to provide an example of what they would like to see at Bath Leisure Centre. These have been considered by, amongst others, the Council, Sport England, the Amateur Swimming Association and GLL as part of developing this report.
- 1.4 The Council is committed to providing leisure facilities that support people to live healthy lifestyles. The current proposals include new teaching pools at both leisure centres. These will provide a facility with warmer water (30-32°C) than the main pool at a depth of approximately 0.9 – 1m which is the standard depth and temperature for a pool of this type.

- 1.5 The pools and changing facilities will be designed in partnership with Sport England to ensure they meet national guidance and best practice as far as possible given the constraints that a refurbishment of an existing building create. Officers are working with Sport England to ensure both centres follow industry guidance and best practice within the constraints that the existing sites provide as these are refurbishment projects.
- 1.6 The Council has never made a commitment to provide any other type of warm water facility – a number of which are available elsewhere in the area - and the provision of warm water facilities are not a key priority for the Council or the local Clinical Commissioning Group (CCG).
- 1.7 While this report references other warm water facilities in the local and surrounding area, its focus is on what provision should be made within the refurbishments of Bath Sports and Leisure Centre and Keynsham Leisure Centre.
- 1.8 It reviews the technical and practical considerations of including warm water pools with these leisure centre refurbishments and looks at what reasonable adjustments can be made to accommodate the needs identified by the WWISE group as part of these works.

2 RECOMMENDATIONS

- 2.1 Officers have conducted a thorough review and their strong advice is that a formal decision be taken as follows:
 - (1) That the Council provide teaching pools at both facilities with warmer water (30-32 °c) than the main pool at a depth of 0.9 – 1m which is the standard depth and temperature for a pool of this type. These pools to be designed in partnership with Sport England to ensure they meet the accessibility guidelines as far as reasonably practical within the constraints of a refurbishment.
 - (2) That the provision of these facilities constitutes a reasonable adjustment based upon the respective needs of the core user and the needs identified by the WWISE group while maximising the use for all users and minimising the risks to safety of users, capital and revenue impacts and deterioration of premises that operating a permanent dedicated warm water facility would entail.
- 2.2 This panel is asked to consider this recommendation ahead of a formal decision being made.
- 2.3 Paragraph 3.2 details alternative options for provision within the leisure centres should the panel not agree with the recommendation.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 3.1 The facilities recommended in paragraph 2.1 are deliverable within the available budget for the refurbishment of Bath and Keynsham Leisure Centres.
- 3.2 The provision of warm water pools as proposed by the WWISE group would have the following cost implications as assessed by Press and Starkey (cost consultants with significant leisure expertise):

- (1) Division of main pool in Bath Sports Centre into 2 smaller pools one of which would be warm water with a movable floor – c.£970k. This would also mean the loss of £1.5m Sport England funding for the project as club swimming and competition would no longer be possible
 - (2) Converting the leisure pool to 2 warm water pools, one of which is 1.5m (5ft) deep – c.£1.6m which includes the cost of a movable floor to allow for other uses within the pool.
 - (3) Adding an extension to the proposed teaching pool to create additional warm water space at a depth of 1.38m (4'6") – c.£1.9m including the cost of a movable floor to allow for other uses within the pool.
 - (4) Increasing the depth of the planned learner pool at Keynsham to 1.5m and including a movable floor to allow for other uses within the pool – c.£920k
 - (5) In addition to these capital costs there would be increased ongoing running costs for the pools to maintain the higher water and air temperatures. The Amateur Swimming Association state "Running such a pool could encounter problems and operationally such a pool would really struggle to get anywhere near to breaking even and being sustainable." Two other examples of warm water pools in England are Polkyth Leisure Centre in Cornwall and Eltham Leisure Centre in London. Whilst exact figures cannot be separated out for the cost of running these pools it is clear that they make a loss and are subsidised by other activities on the sites.
- 3.3 Current capital budgets are not sufficient to accommodate the additional costs referred to in paragraph 3.2. If a decision is taken to incorporate any of the adjustments referred to in paragraph 3.2 a capital budget uplift in the capital programme would be required.
- 3.4 Capital budget uplift would require funding through borrowing, which would add revenue cost to the Leisure service in addition to the running costs identified in Paragraph 3 3.2 (5). There are likely to be decreases in user numbers and therefore these options would reduce the ability of our Leisure partner to generate income, which would result in further increase to the revenue budgets. There is currently no budget to accommodate the additional costs / lost income and this would therefore represent a growth requirement.
- 3.5 The options outlined in 3.2 are not considered to be financially viable from a capital, revenue or cost per visit subsidy perspective.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 Public Health, inequalities considerations and to deliver the Fit for Life Strategy.
- 4.2 The Council has a Duty to reduce health inequalities and have regard to its Public Sector Equalities duties in reducing inequality for those with protected characteristics when considering options for delivering services to the Public. When considering the options in this report members are reminded that these duties are not absolute and are constrained by the need to maximise benefit from limited resources whilst promoting equality of opportunity

5 THE REPORT

- 5.1 The provision of leisure centres is not a statutory requirement for the Local Authority. There is no legal obligation and these facilities are provided at the discretion of each Local Authority.
- 5.2 Bath and North East Somerset Council has chosen not only to improve current facilities, but to invest in them to help deliver Council priorities and the Fit for Life Strategy.
- 5.3 To ensure these facilities have the maximum impact they need to reach a wide audience. In particular, the swimming facilities need to ensure that children learn the important life skill of swimming. Drowning is still one of the most common causes of accidental death in children, so being able to swim is an essential life-saving skill.
- 5.4 The Fit for Life Strategy recognises that there are no dedicated swimming teaching pools in the area and identifies this as an important area for improvement, hence the inclusion of teaching pools within both Bath and Keynsham Leisure Centre redevelopments.
- 5.5 Currently warm water swimming is provided by heating the main pool at Bath Sports and Leisure Centre to 30° on a Thursday between 9am and 4pm. Heating of the main pool is expensive and causes programming issues as the water takes up to 6 hours to heat up and then to cool down again afterwards meaning that a large number of sessions do not have the correct water temperature as recommended by Pool Water Treatment Advisory Group, see paragraph 5.7 for more details.
- 5.6 While this report references other warm water facilities in the local and surrounding area, its focus is on what provision should be made within the refurbishments of Keynsham Leisure Centre and Bath Sports and Leisure Centre.

Keynsham Leisure Centre

- 5.7 The inclusion of a 1.5 m deep warm water pool has been considered in place of a teaching pool at Keynsham but was rejected for the following reasons:
- (1) 1.5 metres is too deep to teach children to swim in, so a movable floor would be required to allow for a change in depth for the different uses, which would add additional cost, with no additional income to support these costs.
 - (2) The additional cost of digging out a deeper teaching pool and adding a movable floor to follow for other activities within the pool would be c. £920k.
 - (3) A deeper pool requires a larger volume of water which requires additional ongoing costs to heat and treat and a bigger plant to achieve the higher temperatures.
 - (4) It takes around 6 hours to heat the pool to a higher temperature than that used for swimming lessons which would limit the use of the pool during that time and longer than this to return the pool to the lower temperature which would limit the use and income that could be derived during this time.

5.8 There are a number of technical arguments against higher than necessary temperatures, as described by the Pool Water Treatment Advisory Group¹ (<http://pwtag.org/technicalnotes/pool-temperatures/>) namely:

- (1) Microorganisms multiply faster – up to twice as fast for a rise of 10 °C.
- (2) Bathers get hotter – limiting serious swimming and increasing sweat and grease in the water.
- (3) Increased perspiration will add to the levels of ammonia and urea in the pool producing more combined chlorine. Chlorine demand will increase simply to maintain free chlorine levels.
- (4) Increased urea levels will increase the production of irritant nitrogen trichloride. This will need to be dealt with.
- (5) Dissolved gases become less soluble – more bad smells (chloramines) and potentially harmful trihalomethanes; and pH value rises as carbon dioxide escapes.
- (6) Energy costs, direct and indirect, are higher – whatever efficiency or conservation methods are used.
- (7) Air temperatures, which are linked to those of the water, rise too – making the atmosphere less comfortable for staff and others (as can the higher moisture levels).
- (8) There is more moisture in the pool atmosphere, even when relative humidity is controlled at the same level – with a risk of condensation and possibly corrosion and deterioration of the building fabric, structure and equipment.

5.9 The following taken from “Managing health and safety in swimming pools” HSG 179 issued by the Health and Safety Executive (HSE) is also relevant:-

“Heating ventilation and air-conditioning systems

270 These systems need to be considered together. High temperature, poor humidity control and inadequate ventilation or air distribution can be major factors in any potential deterioration of the pool structure and finishes, and can increase risks associated with electrical fittings. The concentration and efficiency of pool staff, and users’ safety, can also be affected.

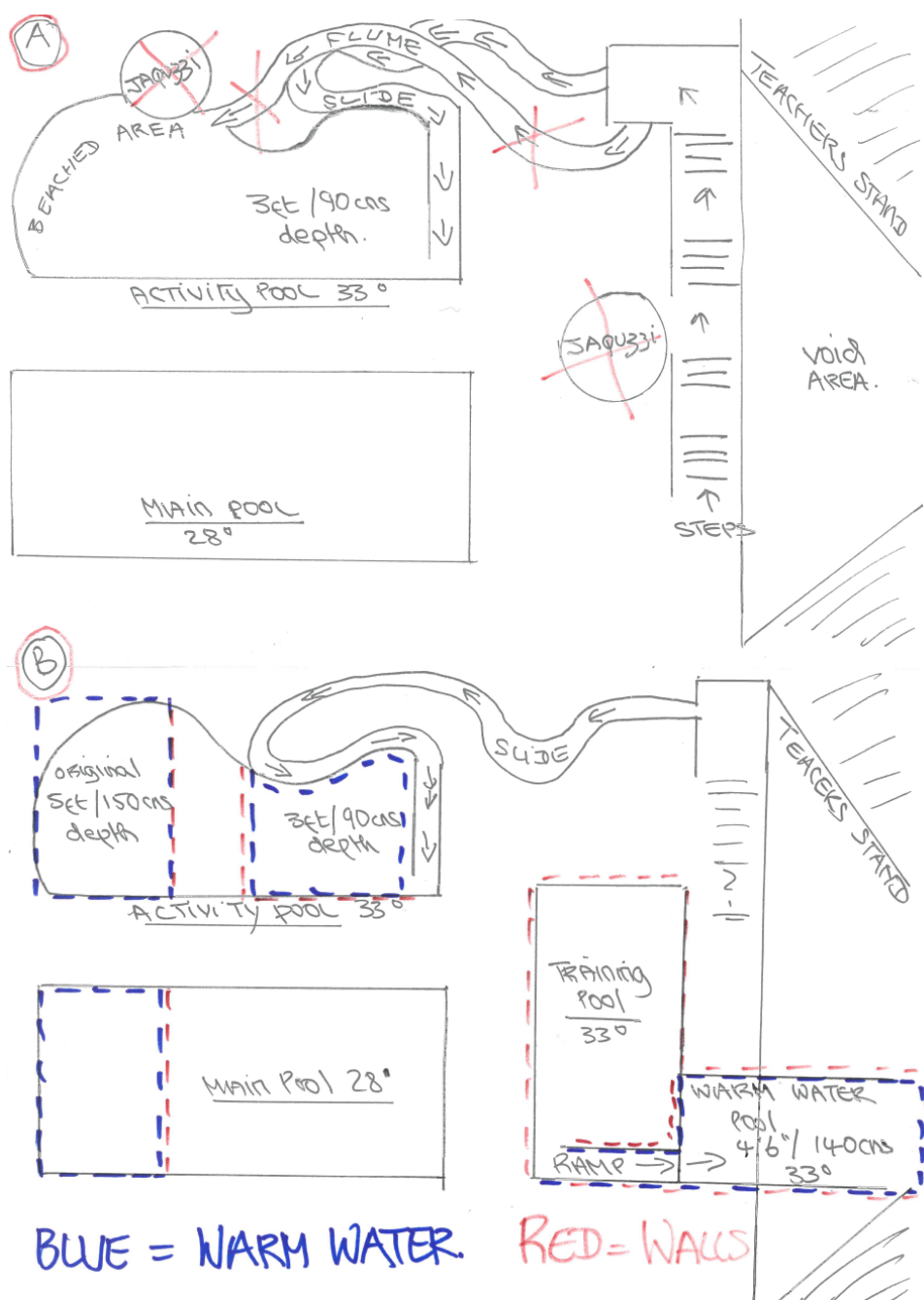
274 The swimming pool hall, changing rooms and other occupied areas should be maintained at a comfortable temperature and have an adequate number of air changes per hour. A temperature of around 27°C-29.5°C for the water, with the air temperature about 1°C higher, may be most suitable; this will help to avoid excess condensation. For example in some leisure or learner pools, possible adverse effects on lifeguards’ capacity to remain alert for long periods will need to be taken into account as part of the risk assessment and when deciding on maximum duty spells”.

¹ The [Pool Water Treatment Advisory Group \(PWTAG\)](http://pwtag.org/) produce detailed guidance on swimming pool water quality and treatment. HSE recognises their guidance as a useful resource for pool operators when drawing up their operating procedures. Enforcing authorities (HSE and local authorities) consider this guidance as the standard to be achieved in effectively managed swimming pools.

- 5.10 This type of pool falls outside of the scope of the requirement of accessible public leisure facilities. Sport England are a funding partner in the project and their standard guidance and cost models do not include a pool of this depth.
- 5.11 Including the deeper pool would adversely impact the construction and delivery programme for the site resulting in additional cost.
- 5.12 Given the increased size and cost of this project it would not be possible to generate sufficient income from the operation of this more specialist type of facility to cover the cost of the capital required to build it.
- 5.13 Based on these reasons it is not considered to be a reasonable adjustment to increase the depth of the pool to 1.5m and add a movable floor.

Bath Sports and Leisure Centre

- 5.14 The Council have received some proposals from WWISE for incorporating warm water pools into Bath Sports Centre:



5.15 This includes

- (1) building a wall in the main pool to create 2 separate pools, one of which would be warm water
- (2) Converting the leisure pool to 2 warm water pools, one of which is 5ft deep
- (3) Increasing the temperature of the proposed teaching pool and other warm water pools
- (4) Adding an extension to the proposed teaching pool to create additional warm water space at a depth of 4'6"

5.16 These proposals would incur significant cost to deliver, estimated to be in the region of £4.5 million. There are also operational and technical reasons why these proposals are not practical or a reasonable adjustment:

- (1) Separating the main pool into 2 areas would mean that it is no longer 25m and so could not host galas and would not be suitable for the swimming club to train in. The pool is the home of Bath Dolphin Swimming Club who have over 300 members and train on 4 days of the week in the pool. This option would cost in the region of £970k and would incur the loss of Sport England's £1.5 million funding. This is not considered to be a viable option or a reasonable adjustment.
- (2) The leisure pool, like the main pool, is not dug into the ground, but is a suspended tank. Changing the depth of the tank is not straightforward and breaking out of an existing tank of this nature would likely cost in the region of £1.6m including the cost of a movable floor to allow for other uses. This is not considered to be a viable option or a reasonable adjustment.
- (3) Both the ASA and the Pool Water Treatment Advisory Group do not recommend temperature of 33°C for swimming for pools other than for use by specific groups, see paragraph 5.7 for more detail. The pools would need to be lowered in temperature for other uses such as casual swimming, swimming lessons and swimming club use. It takes a considerable time and cost to heat or cool pool water by 2-3°C (up to 6 hours) and so the learner and general pool programme would be severely restricted either side of sessions where the pool was required to be at 3°C higher. This is not considered to be a viable option or a reasonable adjustment.
- (4) The proposed extension to the teaching pool is outside of the footprint of the current building. It is at first floor level and as such would be challenging to deliver. This would likely cost in the region of £1.9m including the cost of a movable floor to allow for other uses within the pool. It would require planning permission and landlord's permission from the Recreation Ground Trust and Bath Rugby as it would be on their land or leased land. This is not considered to be a viable solution or a reasonable adjustment.
- (5) Other materials provided by WWISE as examples of their request are included at Appendix 1.

5.17 Designs for the refurbishment of Bath Sports and Leisure Centre were completed and signed off through the process laid out in the contract. (No commitment has previously been made to provide this type of facility). Work is already progressing to deliver the works as part of the contract. Altering the design now would require the Council to enforce changes to the contract which would incur delays and significant additional cost, all of which the Council would be liable for. The project is already making use of the maximum available budget and so there is no funding available to make these changes.

5.18 The designs are rooted in the bid proposed by GLL through the procurement process for the leisure contract. The Council's position has always been that it is seeking to provide accessible public leisure facilities in line with Sport England guidance and, in addition to the extra cost of a change of specification at this stage, there would be a risk of a procurement challenge from unsuccessful bidders

Consultation with key partners

5.19 Sport England were asked to comment on the proposals and their response was:

“We have looked at these types of projects before, it has always been a challenge where the pools share the same pool hall due to the environmental conditions and the increase/control and managing the pool temperatures. That said it is not beyond the realms of possibility but would have a significant effect on the capital build cost for the pool hall and associated pool plant”.

5.20 The ASA were also asked to comment and their response was:

“Having reviewed the attached drawings I can categorically say that this is not something the ASA would support and would advise strongly against.

The feasibility of attempting such drastic structural changes will be the first problem that will be encountered, and looks at best optimistic to achieve.

However the most alarming request is the temperature, a training pool which is used for training of course, at 33°C would not be recommended. FINA rules stipulate competition temperatures must be at min and max between 25-28°C. You then have the costs of heating such water, along with that would then come the complications of air quality control. It is advised that air is heated to the same as or one degree above the water, this is to ensure that heat loss from the pool does not occur and to limit condensation within the building, hence also protecting your building. There is however a maximum recommended air temp at 31° due to lifeguards working within this environment therefore you could not work to the same as or 1 degree above rule.

The final point is bacteria, bacteria thrive in warm temperatures, for example Legionella is most prolific between 30-40°C. Running such a pool could encounter problems and operationally such a pool would really struggle to get anywhere near to breaking even and being sustainable”.

5.21 GLL have considered the proposals and have made the following comments:

- (1) We would strongly recommend operating within PWTAG guidance as outlined in paragraph 5.7.
- (2) In our experience warmer water limits the operational usage of a pool reducing the number of user groups the pool can be comfortably used by and thus impacting on pool programming. Replacing any of the existing or planned pools with deeper or warmer water would have a negative impact on the number of users of that pool and therefore on the income level for that pool.
- (3) The number of warm water pools would have a significant effect on the lifeguarding numbers as the air temperature would mean numerous staff rotations would be required.

- (4) It would also have a significant effect on the cyclical maintenance costs of all plant and machinery in the pool hall as the air temperature would severely reduce the life of these components.
- (5) This, coupled with the actual costs of heating the pool to these temperatures, would make the pools unsustainable without significant funding.

5.22 Warm Water Pool Provision Position Statement - Health and Social Care Services:

“Over the past four years the Council, along with partner organisations, including the Clinical Commissioning Group (CCG) has adapted well to significant change – population growth, new legislation, including the Care Act, and a reducing budget have all meant changes to the way we work and deliver services.

There is further change to come. Our population continues to grow. As the number of people aged over 65 increases, the rates and complexity of more acute conditions including heart disease and dementia also rises. This will mean that we will have to think differently about how we provide some services, especially adult health and social care.

In this context, adult social care resources are targeted on ensuring that the Council’s statutory responsibilities to those with care and support needs are met, with a focus on prevention, ensuring that the right support is available to people before they reach crisis point, require hospital admission or develop a long-term condition.

Similarly, funding decisions by the CCG require sound quantitative and qualitative evidence of benefits, including and most particularly, in when measured in outcomes for patients. Warm water pool provision is not a priority the CCG”.

In response to a statement made by WWISE in July 2016 to both CCG Board and Health and Wellbeing Select Committee about the benefits of warm water pools, the Select Committee’s response expressed strong support for the enhancement of access to warm water pools as part of the re-provision of Bath and Keynsham Leisure Centres. Cllr Vic Pritchard, Cabinet Member for Adult Social Care undertook to both convey the support of the Select Committee to Cabinet colleagues and, also, ask that Cabinet colleagues take account of the views of Select Committee in finalising plans for the re-provision.

At the Select Committee’s September meeting, Cllr Pritchard provided the following update:

“As agreed following the presentation by the WWISE Network to July’s meeting of the Health and Wellbeing Select Committee, I have sought further clarification, including from Cabinet colleagues on the potential to enhance access to warm water pools in Bath and North East Somerset as part of the re-provision of Bath and Keynsham Leisure Centres. Considerable engagement and consultation has been undertaken on leisure services provision in Bath and North East Somerset in order to identify the key priorities. This has informed agreement of detailed plans, including funding requirements for the re-provision of the leisure centres and it is, therefore, not possible for the Council to consider revised specifications for the

Leisure Centres at this late stage. The WWISE Network also made a presentation to the Clinical Commissioning Group's Board meeting in July and the CCG's response can be found on the CCG's website:

<http://www.bathandnortheastsomersetccg.nhs.uk/assets/uploads/2016/07/Question-to-the-21-July-2016-BaNES-CCG-Board-hydrotherapy-v3.pdf>

The CCG's statement was as follows:

"The CCG is committed to providing access to hydrotherapy for those that need it as this service can have a beneficial impact for patients with a range of conditions including orthopaedic, neurological and musculoskeletal.

There are plans for a brand new RNHRD and Therapies Centre at the RUH. This will include a state of art hydrotherapy pool and pool side changing area. The pool will include the facility to be partitioned."

Possible comparable facilities

- 5.23 Polkyth Leisure Centre in St. Austell Cornwall has a hydrotherapy pool. The pool is 5m x 5m and 0.8m-1.2m deep with a maximum capacity of 12 people at any one time. The pool is in a separate hall to the other pools and operates at 34°C with a separate pool plant just for this pool. While exact figures cannot be separated out for the cost of running the pool it is clear that the pool makes a loss and is subsidised by other activities on the site. Primarily people are referred to use the pool (the use of the term "referral" is very loose, a medical form only needs to be completed for a referral), so the range of users is from those using it for rehabilitation to people with mental/behavioural conditions. The pool runs Aquafit classes, Parent and Toddler sessions, and there is also a small amount of time it can be used by people who have not been referred.
- 5.24 Eltham Leisure Centre in Greenwich London has a spa pool. The pool is 8.5m x 4.5m and 1.2m deep. The pool is in a separate hall to the other pools and operates at 32°C with a separate pool plant just for this pool. The pool makes an annual operational loss and is subsidised by other activities on the site.
- 5.25 Flamingo Swimming Pool – Axminster. The pool is 6 x 6m and is 1.1 - 1.3m deep and is in a separate hall to the other pool. The Flamingo Pool, a self-funded charity, was brought to reality by a massive community effort to raise funds following a lottery reversal of decision to fund the project. A steering committee was formed to find funding for the 25m pool and the country's first 6m2 hydrotherapy pool open to the public. The 6m2 hydrotherapy pool with therapeutic pressure jets is open to the public & used by 3 local hospitals for physiotherapy & remedial use. Anyone can use the Flamingo Pool. The pool runs at an annual loss, but this is covered by fundraising that the Charity undertakes.

Other Hydrotherapy Facilities in the area

- 5.26 Appendix 2 shows the range of other pools available with the local area. There are a number of hydrotherapy pools that can be accessed by individuals or groups as well as the facilities available at Thermae Bath Spa which offer

discounts to local residents, disabled users and those referred from the Mineral Hospital. This information is being made available through the Council's website.

Reasonable Adjustments within the refurbishment projects

- 5.27 Warm water to be provided in the new teaching pools (30-32°C).
- 5.28 Continue to heat the main pool at Bath Sports and Leisure Centre to 30°C on Thursday mornings as per the current arrangements. Review afternoon usage in the light of the new provision of the teaching pools.
- 5.29 Explore the possibility of introducing heating of the pool at Culverhay to 30°C (for a specific time slot each week). This is a more private pool and has disabled access to provide additional opportunities.
- 5.30 If Culverhay is an option, the impact on users of the main pool would be that they would need to attend Culverhay leisure centre as an alternative or one of the other warm water facilities such as Thermae Spa or one of the hydrotherapy pools in the area.
- 5.31 Ensure the teaching pool will be available for public use and for groups to book including groups of disabled people.
- 5.32 Disabled access to both Bath and Keynsham Leisure Centres and in particular the pools, to be improved as part of the refurbishment works.
- 5.33 Teaching pools to be provided at a depth of 90cm-1m which will be suitable for children to learn to swim in a safe depth
- 5.34 The Council considers that the provision of these facilities constitutes a reasonable adjustment based upon the respective needs of the core user and the needs identified by the WWISE group while maximising the use for all users and minimising the risks to safety of users, capital and revenue impacts and deterioration of premises that operating a permanent dedicated warm water facility would entail.

6 RATIONALE

- 6.1 The Council has carefully considered what reasonable adjustments it can make to accommodate the needs identified by the WWISE group
- 6.2 In considering what adjustments are reasonable for the Council to make, officers have considered the users of the facility and how many would require warmer water and a greater depth, the impact this would have on current and potential users, the costs and practicality of providing these facilities and have concluded that they are not a reasonable adjustment. The technical, practical and financial challenges of providing this type of facility within a refurbishment project make it unviable.

7 OTHER OPTIONS CONSIDERED

- 7.1 Including warm water pools in Bath Sports Centre as the WWISE proposals with movable floors to allow for children's swimming lessons

- (1) Division of main pool in Bath Sports Centre into 2 smaller pools one of which would be warm water with a movable floor
- (2) Converting the leisure pool to 2 warm water pools, one of which is 1.5m (5ft) deep with a movable floor to allow for other uses within the pool.
- (3) Adding an extension to the proposed teaching pool to create additional warm water space at a depth of 1.38m (4'6") including a movable floor to allow for other uses within the pool.

7.2 Making the teaching pool at Keynsham 5ft deep and including a movable floor to allow for children's swimming lessons.

7.3 These options have not been taken forward for the reasons described in this report

8 CONSULTATION

8.1 Consultation has been carried out with Cabinet Members, Strategic Directors, Section 151 Finance Officer, Monitoring Officer, Procurement, Sport England, the Amateur Swimming Association, Press & Starkey and GLL.

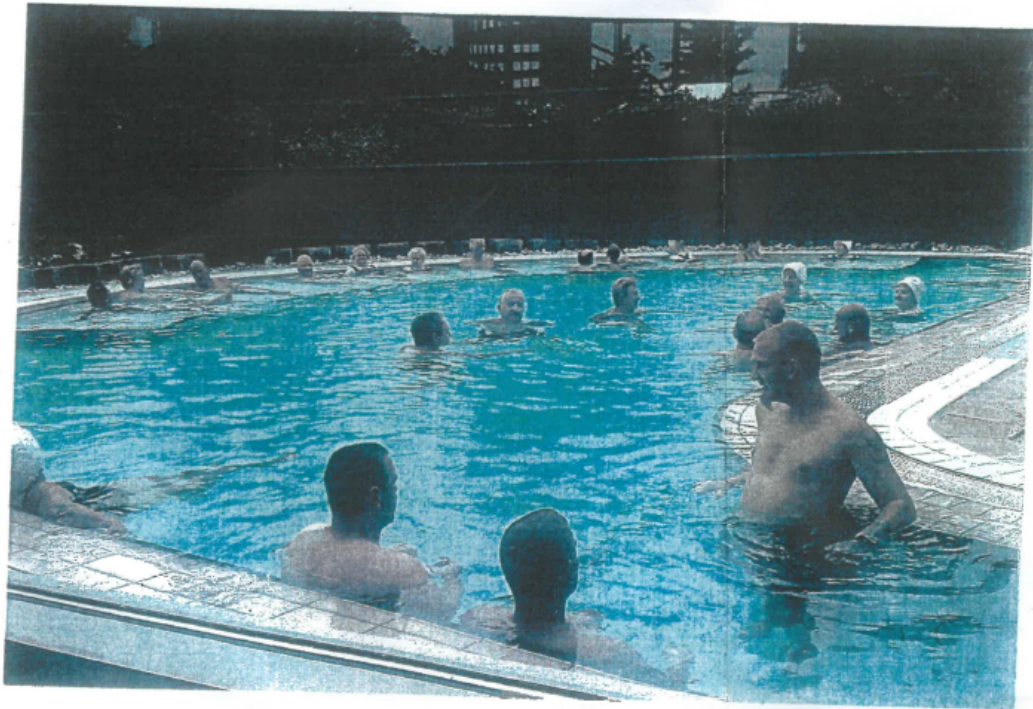
9 RISK MANAGEMENT

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.

Contact person	<i>Sue Green x7562, Marc Higgins x6423</i>
Background papers	
Please contact the report author if you need to access this report in an alternative format	

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Wellenspiel.
warm water exercise pool, Meissen - EAST GERMANY



Badewelt

Im Mittelpunkt steht das Sportbecken mit seinen 25-Meter-Bahnen und einer Sprunganlage (1 m und 3 m). In diesem Becken wird unser Wellenbaden angeboten sowie zusätzlich Therapieanwendungen im Wasser.

Im beheizten Erlebnisbecken (29 °C) mit Sprudelliegen, Wasserfall, Strömungskanal, Wasserkanone, Wirbelbucht, Felsengrotte sowie Massagedüsen und Unterwasserbrodliern lässt es sich *so richtig schön* relaxen – In der Halle, aber auch unter freiem Himmel. Der Whirlpool lädt zum Entspannen und Wohlfühlen bei 33 °C ein.

Wer es lieber aufregender mag, dem sei die **85 m Röhrenrutsche** empfohlen.



Spezielle Events sind immer einen Blick ins Internet oder alternativ einen Anruf wert. Als Beispiel ist die Mitternachtssauna mit verlängerten Öffnungszeiten und FKK im gesamten Bad zu nennen.

weitere Angebote

- freitags Familiennachmittag
- Afterwork-Schwimmen

- Schwimmkurse für Kinder
- Schwimmkurse für Erwachsene
- Wassergymnastikkurse
- Aqua-Jogging
- Betreutes Erwachsenenschwimmen
- Babyschwimmen / -sauna
- Schwimmen und Gymnastik für werdende Mütter und Rückbildungsgymnastik
- Behindertenschwimmen
- Kurs Bewegung und Ernährung



Das Natursolebad in Sachsen.

Auf die kleinen Besucher wartet ein schönes **Kinderbecken** (33 °C) mit **zahlreichen Attraktionen**



Die Sole wirkt stimulierend auf das gesamte vegetative Nervensystem, befreit die Atemwege und wirkt heilend und vorbeugend bei verschiedensten Erkältungskrankheiten.

Heilwirkungen sind nachgewiesen bei allen Formen von Rheuma, bei Gelenkerkrankungen und Allergien sowie Hautkrankheiten (z. B. Schuppenflechte).

Ein Bad in der Sole wirkt auf natürliche Weise schmerzlindernd und unterstützt den Heilungsprozess.

Ein weiteres Highlight im Außenbereich ist das beheizte Solebecken (34 °C) mit Natursole. Die Haut nimmt die im Salzwasser gelösten Mineralstoffe und Spurenelemente auf und gibt sie an den gesamten Organismus weiter. Dadurch werden die Durchblutung angeregt und die Stoffwechselfunktionen gesteigert.



Gastronomie



Die Gastronomie im Wellenspiel teilt sich in 3 Bereiche auf. Da wäre als Erstes das Restaurant „Blaue Lagune“ mit ca. 40 Sitzplätzen zu nennen. Hier freut man sich auf Gäste die „nur mal vorbeischauen“ (und beim nächsten Mal meistens ihre Badesachen mitbringen!).

Im Erlebnisbereich stehen weitere 40 Sitzplätze zur Verfügung und an der Saunabar mit Kamin finden noch einmal ca. 20 Gäste ein gemütliches Plätzchen zum Relaxen und Genießen. Bei der reichhaltigen Auswahl an Speisen und Getränken ist bestimmt für jeden Gast das Passende dabei!



Kindergeburtstage mit Animation werden für unsere Gäste gern gestaltet.

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Hydrotherapy pool provision in B&NES and local area

Thermae Bath Spa

4 pools all with warm water at 33.5 C, all pools are 1.35m deep

If 'guests' have been recommended from the Mineral Hospital and hold a letter from them; then they get a 50% discount off the general spa admission (£34 weekday, £37 weekend for 2 hours spa use)

A disabled users discount of 50% applies to any guest who is a blue badge holder / registered disabled.

If the residents hold a discovery card (local residents of Bath) then they are entitled to a 25% discount off the general admission.

Contact:

Address:

Thermae Bath Spa
The Hetling Pump Room
Hot Bath Street
Bath
BA1 1SJ

Reservations - 01225 33 1234
reservations@thermaebathspa.com

General Enquiries - 01225 33 1234
info@thermaebathspa.com

RUHB – Hydrotherapy (Royal United Hospital))

Hydrotherapy is available in a warm water pool with hoist facilities by referral from a GP consultant, physiotherapist or nurse specialist.

They accept a wide variety of patients including patients with orthopaedic, musculoskeletal and neurological conditions.

Pool depth is 4 ft – 5 ft

Temperature: 34 – 36 ° Celsius

The service is limited to Tuesdays, Wednesdays and Thursdays 9 – 12 am

Sessions are 1:2 and lasts for half an hour and a will be a therapist in the pool with you. A maximum of 6 sessions provided.

At present there is a waiting list unless the condition is urgent.

Outside these sessions they run a number of paid classes and one to one sessions. Please note - there is a waiting list for these sessions.

Rehabilitation

PANEL REPORT – APPENDIX 2

A session for you to do your own exercises with a therapist on the poolside for supervision: **£35 for 10 sessions**

Aquatone - Gentle exercise class taught by a therapist on poolside

Private 1:1 sessions - These sessions are available with a senior hydro therapist

Pool Hire

The pool can be rented out to external groups at £15 per hour and there are a few spaces available at present

Contact

Hydrotherapy Dept, RUHB, Combe Park, Weston, Bath BA1 3NG

For further queries or bookings please contact RUH Physiotherapy Reception on **01225 824293**

Fosseway

Fosse Way School has a main pool and a hydrotherapy pool. The main pool offers both male and female changing and pool side showers. The pool area is easily accessible to all with the hydrotherapy pool also having the benefit of a hoist. The hydrotherapy pool also has access to sensory lighting and sound.

The hydro pool is 3m x 3m with the water depth at 1.25m. The pool is kept at approx. 34 degrees.

The pool is available for private hire to local community groups in the evenings, weekends and school holidays. The hydrotherapy pool can be hired at £20 per hour.

Terms and conditions apply.

Contact:

Fosse Way School, Longfellow Road, Radstock, Bath, BA3 3AL

Please contact the Bursar for further information

Tel: 01761 412198

RNHRD (Mineral Water Hospital)

To have hydrotherapy in the Mineral Water Hydro pool you must be referred either by a GP, Consultant or physiotherapist. Following your course you can continue to attend to do your exercises on your own in Evening Exercise Sessions

The pool is 6m X 4m and 1.2m – 1.5m deep

Temperature: 34 - 35°

PANEL REPORT – APPENDIX 2

Independent Exercise Sessions: Tuesday evenings between 4.45 – 6.15pm, 3 sessions of 45 min of which 25 min is pool time,

Charge: Free for NHS course of Hydro

For Evening Independent Exercise sessions, £21.00 for 6 consecutive sessions
Priority is given to new people to give them a chance to attend.

Contact:

Royal National Hospital for Rheumatic Diseases, Upper Borough Walls, Bath, BA1 1RL
Tel: 01225 465941

University of Bath Hydrotherapy Pool



The pool is 5m X 5m and 1.4 – 2m deep (minimum depth is 1.4m)
Temperature: 34 - 35°

Availability and fees:

Monday and Tuesdays pm - £5.00 per half hour (Max 4 per session; booking required)
Tuesday and Thursday evenings - £7.60 per half hour (Max 4 per session; booking required)

Gold Membership - £51/ £41 concession - gives free access to various Team Bath facilities, including the hydrotherapy pool. Prior to using the hydrotherapy pool you must have a dry-land assessment and a hydrotherapy session with a physiotherapist at the Sports Injury Clinic – £50 each session.

Contact:

Team Bath Sports Training Village, University of Bath, Claverton Down, Bath BA2 7AY

For hydrotherapy pool bookings, email Lynn Chappell L.Chappell@bath.ac.uk or call on [01225 385952](tel:01225385952).

Threeways Special School

The pool is 5m X 4m and 1.1m deep.

It is within the school building and used for the pupils during school hours, with very limited availability for private hire at other times. There is no general public access

Use of pool restricted to the students of the school during the day. There are three groups who use the pool in the evenings. Pool is only open till 2000 hours in evening. Currently not open on weekends. Last slot for an independent group has been filled.

Three Groups are:

- Splashes (For adults and children with disabilities).
- Bath Water Babies
- Get Wet Set

Temperature: 33 - 34°

Contact:

Three Ways School, 180 Frome Road, Odd Down, Bath, BA2 5RF

Tel: 01225 838070

E-Mail: enquiries@threeways.co.uk

Harry's Hydro Pool – Frome

Temperature 34.5 C

The depth of the pool is 1.0 metres at the shallow end with a graded slope down to 1.4 metres. It is not appropriate for diving or jumping of any kind.

The size of the pool will be 6.7 metres by 4.5 metres which allows up to five users to float horizontally at the same time with carers standing.

Contact:

Harry's Hydro, Adjacent to Critchill School, Nunney Road, Frome, BA11 4LB

If you would like to use the hydrotherapy pool, please contact: Helen Woodhead +44 (0)1373 474127 or e-mail: h.woodhead@sky.com

Flamingo Swimming Pool – Axminster

The pool is 6 x 6m and is 1.1 - 1.3m deep.

The Flamingo Pool, a self-funded charity, was brought to reality by a massive community effort to raise funds following a lottery reversal of decision to fund the project. A steering committee was formed to find funding for the 25m pool and the country's first 6m2 hydrotherapy pool open to the public.

Both pools are disinfected by Ultra-Violet (UV) light so that the level of chlorine in the pools is approximately a third of a normally disinfected pool. The 6m2 hydrotherapy pool with therapeutic pressure jets is open to the public & used by 3 local hospitals for physiotherapy & remedial use. We offer pre-work, general, lane, off-peak & adult's swimming, family fun, inflatable parties, parent toddler & aquafit sessions, group & private one to one swimming lessons run to ASA standard, elite & swimming club competitive sessions. Local primary school swimming lessons, RLSS Rookies lifesaving & water survival skills, which can progress to a lifeguard qualification & sports industry career, a sun bed, yoga sessions and training courses.

Anyone can come to the Flamingo Pool. Under 8s will need to be accompanied by an adult of 18 or over.

Loyalty Membership

A yearly charge enables you to unlimited discounted on swims and Aquafit/Circuits

Adult & Senior £15.00

Junior £10.00

Disabled £10.00

Full Membership

Adult £26.00

Junior £17.00

Senior £23.00 (65 years and over)

Disabled £17.00

Family (2 adults + 2/3 kids) £70.00 - £75.00

A monthly direct debit that allows the holder unlimited Free swims and Aquafit, Circuits & Adult Lessons for only a £1 per session.

If you pay in full for your membership you will receive 5% discount on the total amount.

Family Membership card holders are entitled to free group lessons - please ask for details.

Multiple Swims

Multi Swim Purchases available in blocks of 10 - and pick up your fob at reception.

General Swimming

£4.50 per adult, £3.00 per child, £4.00 for a concessionary rate, Disabled £3

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Equality Impact Assessment / Equality Analysis

Title of service or policy	Swimming Pool Provision in Bath and North East Somerset
Name of directorate and service	Place, Environmental Services
Name and role of officers completing the EIA	Martin Pellow
Date of assessment	Oct 2016

Equality Impact Assessment (or 'Equality Analysis') is a process of systematically analysing a new or existing policy or service to identify what impact or likely impact it will have on different groups within the community. The main aim is to identify any discriminatory or negative consequences for a particular group or sector of the community, and also to identify areas where equality can be better promoted. Equality impact Assessments (EIAs) can be carried out in relation to service delivery as well as employment policies and strategies.

This toolkit has been developed to use as a framework when carrying out an Equality Impact Assessment (EIA) or Equality Analysis on a policy, service or function. It is intended that this is used as a working document throughout the process, with a final version (including the action plan section) being published on the Council's and NHS Bath and North East Somerset's websites.

1.	Identify the aims of the policy or service and how it is implemented.	
	Key questions	Answers / Notes
1.1	Briefly describe purpose of the service/policy e.g <ul style="list-style-type: none"> • How the service/policy is delivered and by whom • If responsibility for its implementation is shared with other departments or organisations • Intended outcomes 	Greenwich Leisure Ltd is contracted by Bath and North East Somerset Council from July 2015 for 20 years. Responsibility for the implementation of the policy sits with both the Council and GLL. The schedule outputs detail the expected outcomes with regard to equalities. The contract is monitored by the Council; The Contract Manager inspects the facilities on a monthly basis to ensure that the contract outputs are adhered to.
1.2	Provide brief details of the scope of the policy or service being reviewed, for example: <ul style="list-style-type: none"> • Is it a new service/policy or review of an existing one? • Is it a national requirement?). • How much room for review is there? 	The Scope of the policy is effectively the contract which runs from 1st July 2015 until 30th June 2035
1.3	Do the aims of this policy link to or conflict with any other policies of the Council?	No

2. Consideration of available data, research and information

Monitoring data and other information should be used to help you analyse whether you are delivering a fair and equal service. Please consider the availability of the following as potential sources:

- **Demographic** data and other statistics, including census findings
- Recent **research** findings (local and national)
- Results from **consultation or engagement** you have undertaken
- Service user **monitoring data** (including ethnicity, gender, disability, religion/belief, sexual orientation and age)
- Information from **relevant groups** or agencies, for example trade unions and voluntary/community organisations
- Analysis of records of enquiries about your service, or **complaints** or **compliments** about them
- Recommendations of **external inspections** or audit reports

	Key questions	Data, research and information that you can refer to
2.1	What is the equalities profile of the team delivering the service/policy?	<p>The equalities profile of the staff delivering the service for the contract (all sites) is as follows:</p> <p>The makeup of the staff broadly reflects the local demographics</p> <p>This information is obtained through staff completing an Equal Opportunity Monitoring form upon joining the company</p>
2.2	What equalities training have staff received?	<p>All managers and supervisors are expected to actively promote equality of opportunity and awareness of diversity issues in their own area of responsibility.</p> <p>Management consult with relevant user groups on issues they may raise.</p> <p>Relevant staff receive disability awareness training; pool hoist training and training on ramp access for disabled users. Accessibility issues are discussed at General Manager's meetings and filtered down to Duty</p>

		<p>Manager and shift meetings.</p> <p>New staff members are encouraged to attend a GLL Equality and Diversity workshop.</p>
2.3	What is the equalities profile of service users?	<p>Male 46.1% Female 49.1% Unknown 4.9% Disabled 0.8%</p> <p>Ethnicity (2016) Asian 4.6% Black 0.7% Mixed 1.0% Other 0.1% White 93.7%</p> <p>Average of 35,322 pool users per month across partnership (2016) (figures based upon membership data)</p> <p>Sample of data collection shown in appendix</p>
2.4	What other data do you have in terms of service users or staff? (e.g. results of customer satisfaction surveys, consultation findings). Are there any gaps?	Customer Satisfaction Surveys, membership application captures the data to generate the KPI's. Customer Panel meetings, Access audits, Quarterly review of programming.
2.5	What engagement or consultation has been undertaken as part of this EIA and with whom? What were the results?	<p>Consultation with all swimming groups conducted for the refurbishment plans.</p> <p>Regular warm water swimming group views have been considered.</p>
2.6	If you are planning to undertake any consultation in the future regarding this service or policy, how will you include equalities considerations within this?	Customer survey to be conducted annually as part of benchmarking process
3. Assessment of impact: 'Equality analysis'		
	Based upon any data you have considered, or the results of consultation or research, use the spaces below to demonstrate you have analysed how the service or policy:	

	<ul style="list-style-type: none"> Meets any particular needs of equalities groups or helps promote equality in some way. Could have a negative or adverse impact for any of the equalities groups 		
		Examples of what the service has done to promote equality	Examples of actual or potential negative or adverse impact and what steps have been or could be taken to address this
3.1	Gender – identify the impact/potential impact of the policy on women and men.	<p>No gender bias in marketing demonstrated by the KPI's.</p> <p>Clothing policy: T-shirt while swimming and towels on poolside.</p> <p>Children under 8 when supervised can use either changing room</p> <p>Balanced programme provides an opportunity for all.</p> <p>Female only swimming classes –This Girl can Swim</p> <p>Changing village with cubicles and separate male & female showers</p>	
3.2	Pregnancy and maternity	<p>Female only swimming classes –This Girl can Swim</p> <p>Low intensity classes in pool – aquafit</p> <p>T-shirt can be worn while swimming</p> <p>Keynsham Leisure Centre hold a weekly warm water pre-school session, with a poolside facilitator, on Thursday mornings.</p>	

3.3	Transgender – – identify the impact/potential impact of the policy on transgender people	At Bath Sport and Leisure Centre and Keynsham Leisure Centre changing village approach produces a positive impact for trans people, in that it “allows male, female and transgender into a mixed change area with separate cubicles”.	Working with representative of transgender group to set up separate swim sessions at Culverhay Sports Centre.
3.4	Disability - identify the impact/potential impact of the policy on disabled people (ensure consideration both physical and mental impairments)	<p>By the end of 2018, warm water swimming will be provided in teaching pools (30-32 degrees) in Bath and Keynsham Centres. Teaching pool warm water facility will be available for public use and for groups to book including groups of disabled people. The potential for warm water swimming at Culverhay will be also be explored. Culverhay is a more private pool which does have disabled access.</p> <p>Continue to heat the main pool at Bath Sports and Leisure Centre to 30°C on Thursday mornings as per the current arrangements. Review afternoon usage in the light of the new provision of the teaching pools.</p> <p>Disabled access to Bath and Keynsham Leisure Centres and in particular the pools will be improved as part of the refurbishment works.</p> <p>Concession pricing policy Carers can attend activities for free After school club for people with disabilities</p>	<p>Depth of teaching pools will be 90cm-1m which will be suitable for children to learn to swim in a safe depth. This depth will also be suitable and safe for disabled children and for disabled adults supported by carers in the water. This facility is in addition to the heating of the main pool at Bath Sports and Leisure Centre.</p> <p>Thermae Bath Spa management confirmed that a discount of 50% applies to any guest who is a blue badge holder/registered disabled.</p> <p>The Council have explored the request for a deeper warm water pool to be provided at the Bath Leisure Centre, and have considered the proposals that have been put forward. However the proposals are not considered to be feasible on the grounds of deliverability and cost. See recommendations to CTE panel 11 January 2017.</p> <p>In considering what adjustments are reasonable for the Council to make - consideration was given to the users of</p>

		<p>Mencap swimming session Hoists and beds available</p> <p>GLL host Keynsham Seals disability swimming club at Keynsham for a discounted rate</p>	<p>the facility and how many would require warmer water at a greater depth than that provided by the new Learning Pools. Consideration was given to the impact that a deeper pool would have on current and potential users, the safety considerations, the costs and practicality of providing these facilities.</p> <p>As detailed in the report - the Council considers that the provision of these facilities constitutes a reasonable adjustment based upon the respective needs of the core user and the needs identified by the WWISE group while maximising the use for all users and minimising the risks to safety of users, capital and revenue impacts and deterioration of premises that operating a permanent dedicated warm water facility would entail.</p>
3.5	Age – identify the impact/potential impact of the policy on different age groups	<p>Concession pricing policy</p> <p>no charge for under 3's</p> <p>Club offer for over 60 will include swim option</p> <p>Keynsham Leisure Centre hold a weekly warm water 50 + session on Thursday mornings</p>	
3.6	Race – identify the impact/potential impact on different black and minority ethnic groups	<p>Usage profile in line with demographics</p> <p>Use of a wide range of promotional</p>	

		images	
		Examples of what the service has done to promote equality	Examples of actual or potential negative or adverse impact and what steps have been or could be taken to address this
3.6	Sexual orientation - identify the impact/potential impact of the policy on lesbian, gay, bisexual, heterosexual people	Use of neutral language in membership application forms. GLL Marketing is carefully designed to appeal to a cross section of the community including customers with different sexual orientations.	
3.7	Marriage and civil partnership – does the policy/strategy treat married and civil partnered people equally?	Yes	
3.8	Religion/belief – identify the impact/potential impact of the policy on people of different religious/faith groups and also upon those with no religion.	(Host Indian weddings in the Pavilion) Clothing policy: T-shirt while swimming and towels on poolside.	
3.9	Socio-economically disadvantaged* – identify the impact on people who are disadvantaged due to factors like family background, educational attainment, neighbourhood, employment status can influence life chances (this is not a legal requirement, but is a local priority).	Concession pricing GLL work with the following organisations to provide free or reduced price access to their facilities: Carers Centre Bath Rugby Foundation St Philip and St James Church Bath Mencap Curo Housing Association Youth offending Team Youth Services Exercise on referral prices Swimming offered for a pound in various half term promotions.	

		Free swimming sessions for Bath Rugby Foundation's Hitz programme	
3.10	Rural communities* – identify the impact / potential impact on people living in rural communities	Pools are accessible by public transport and marketing of swim programme is across the whole of Bath and North East Somerset area.	

There is no requirement within the public sector duty of the Equality Act to consider groups who may be disadvantaged due to socio economic status, or because of living in a rural area. However, these are significant issues within B&NES and have therefore been included here.

4. Bath and North East Somerset Council & NHS B&NES Equality Impact Assessment Improvement Plan

Please list actions that you plan to take as a result of this assessment/analysis. These actions should be based upon the analysis of data and engagement, any gaps in the data you have identified, and any steps you will be taking to address any negative impacts or remove barriers. The actions need to be built into your service planning framework. Actions/targets should be measurable, achievable, realistic and time framed.

Issues identified	Actions required	Progress milestones	Officer responsible	By when
Pricing is a potential barrier to accessing service	Continued review on annual basis		Martin Pellow	Jan
GLL offer a varied and wide ranging programme to appeal to large range of people	Programme to be reviewed annually		Martin Pellow	Monthly reports

National physical activity data shows that women and ethnic minorities tend to be less active and under-represented in taking up physical activity opportunities	Specific programmes in place in monitored to target these groups		Martin Pellow	Quarterly reports

5. Sign off and publishing

Once you have completed this form, it needs to be 'approved' by your Divisional Director or their nominated officer. Following this sign off, send a copy to the Equalities Team (equality@bathnes.gov.uk), who will publish it on the Council's and/or NHS B&NES' website. Keep a copy for your own records.

Signed off by: Martin Shields

(Divisional Director or nominated senior officer)

Date: 4/1/17

Appendix

Below is a screenshot of the ethnic origin question asked when a customer takes out a new membership.

The screenshot shows a desktop environment with a blue background. A window titled "Member Management - MA176813: SUSAN BRYANT" is open, displaying the "Legend CLUB MANAGEMENT SYSTEMS" interface. The "New Member Wizard" is active, showing the "Personal Details" section. The "Ethnic Origin" dropdown menu is open, displaying a list of options: "Black/British Black(African)", "Antipodean", "Arab", "Bangladeshi", "Black African", "Black Caribbean", "Black Other", "Black/British Black(African)", "Black/British Black(Caribbean)", and "Black/British Black(Caribbean)". The "Black/British Black(African)" option is selected. The "Date of Birth" field is set to "01/11/1969" and is marked as mandatory with a red asterisk. The "Gender" field has radio buttons for "Male" and "Female". The "Marital Status" field is empty. The "Employee Details" section has a checkbox for "This prospective member" and a note: "Note: Ticking this box". The "Occupation" and "Employer" fields are empty. The "Contract" field is empty. The "Cancel", "< Previous", "Next >", and "Finish" buttons are visible. The bottom status bar shows "Balance: £0.00", "Active", "No Issues", "gll09702", "Bath S J.C", "j_ma.mharrison", and "Keynsham Leisure Centre".

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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
16TH JANUARY 2017				
10 Jan 2017	PHED PDS	Directorate Plans	Tim Richens Tel: 01225 477468	Strategic Director - Place
16 Jan 2017	CTE PDS			
17 Jan 2017	CYP PDS			
25 Jan 2017	HWSC			Strategic Director - People
30 Jan 2017	Resources PDS			Strategic Director - Resources
16 Jan 2017	CTE PDS	Rail electrification Bristol-Bath - update on progress	Louise Fradd Tel: 01225 395385	Strategic Director - Place
16 Jan 2017	CTE PDS	Warm Water Swimming	Sue Green Tel: 01225 477562	Strategic Director - Place
13TH MARCH 2017				
13 Mar 2017	CTE PDS	Air Quality in Bath - Air Quality Action Plan	Cathryn Brown Tel: 01225 477645	Strategic Director - Place
13 Mar 2017	CTE PDS	River Safety Update	Cathryn Brown Tel: 01225 477645	Strategic Director - Place

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
13 Mar 2017	CTE PDS	Libraries - Update	Ian Savigar Tel: 01225 477327	Strategic Director - Resources
22ND MAY 2017				
22 May 2017	CTE PDS	Strategic Transport Review Update	Chris Major, Martin Shields Tel: 01225 39 4231,	Strategic Director - Place
22 May 2017	CTE PDS	Domestic Abuse Update	Samantha Jones Tel: 01225 396364	Strategic Director - Resources
17TH JULY 2017				
17 Jul 2017	CTE PDS	GLL Progress Review	Sue Green, Marc Higgins Tel: 01225 477562, Tel: 01225 396423	Strategic Director - Place
ITEMS TO BE SCHEDULED				
	CTE PDS	20mph Zones Review	Kelvin Packer Tel: 01225 394339	Strategic Director - Place
	CTE PDS	Parish Charter	Andy Thomas Tel: 01225 394322	Strategic Director - Place
The Forward Plan is administered by DEMOCRATIC SERVICES : Micheala Gay 01225 394411 Democratic_Services@bathnes.gov.uk				

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