

Democratic Services

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Date: 13th November 2015

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**To: All Members of the Planning, Housing and Economic Development Policy
Development and Scrutiny Panel**

Councillor Rob Appleyard

Councillor Colin Blackburn

Councillor Barry Macrae

Councillor Lisa O'Brien

Councillor Fiona Darey

Councillor Cherry Beath

Councillor David Veale

Cabinet Member for Economic Development: Councillor Patrick Anketell-Jones

Cabinet Member for Homes & Planning: Councillor Liz Richardson

Cabinet Member for Community Services: Councillor Martin Veal

Chief Executive and other appropriate officers

Press and Public

Dear Member

**Planning, Housing and Economic Development Policy Development and Scrutiny Panel:
Tuesday, 24th November, 2015**

You are invited to attend a meeting of the **Planning, Housing and Economic Development
Policy Development and Scrutiny Panel**, to be held on **Tuesday, 24th November, 2015** at
2.00 pm in the **Council Chamber - Guildhall, Bath.**

The agenda is set out overleaf.

Yours sincerely

Mark Durnford
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 Mark Durnford who is available by telephoning Bath 01225 394458 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 Mark Durnford 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 Mark Durnford 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

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- 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.

**Planning, Housing and Economic Development Policy Development and Scrutiny Panel -
Tuesday, 24th November, 2015**

at 2.00 pm in the Council Chamber - Guildhall, Bath

A G E N D A

1. WELCOME AND INTRODUCTIONS

2. EMERGENCY EVACUATION PROCEDURE

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

3. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

4. DECLARATIONS OF INTEREST

At this point in the meeting declarations of interest are received from Members in any of the agenda items under consideration at the meeting. Members are asked to indicate:

(a) The agenda item number in which they have an interest to declare.

(b) The nature of their interest.

(c) Whether their interest is **a disclosable pecuniary interest** *or* **an other interest**,
(as defined in Part 2, A and B of the Code of Conduct and Rules for Registration of Interests)

Any Member who needs to clarify any matters relating to the declaration of interests is recommended to seek advice from the Council's Monitoring Officer or a member of his staff before the meeting to expedite dealing with the item during the meeting.

5. TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

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

At the time of publication no notifications had been received.

7. MINUTES - 1ST SEPTEMBER 2015 (Pages 7 - 14)

8. CABINET MEMBER UPDATE

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

9. DIRECTORATE PLAN FOR PLACE (Pages 15 - 44)

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

10. ECONOMIC STRATEGY UPDATE (Pages 45 - 50)

The updated Strategy was agreed by the Council's Cabinet in September 2013 and subsequently published in November 2013. This report sets out progress against the Key and Strategic Measures of Success which were included in the Review document.

11. CULTURE & CREATIVE STRATEGY (Pages 51 - 54)

The Panel has requested a progress update on the implementation of the Cultural & Creative Strategy Review 2015-2020. This report outlines progress in 2015/16 and planned actions for 2016/17.

12. WORLD HERITAGE CITY MANAGEMENT PLAN (Pages 55 - 58)

This is an update report on World Heritage Site (WHS) management in Bath. It concentrates on the current revision of the WHS Management Plan, progress of the 'Great Spas of Europe' project and the Archway project to deliver a World Heritage Interpretation Centre.

13. PANEL WORKPLAN (Pages 59 - 64)

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 officers.

The Committee Administrator for this meeting is Mark Durnford who can be contacted on 01225 394458.

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**PLANNING, HOUSING AND ECONOMIC DEVELOPMENT POLICY DEVELOPMENT
AND SCRUTINY PANEL**

Minutes of the Meeting held

Tuesday, 1st September, 2015, 2.00 pm

Bath and North East Somerset Councillors: Rob Appleyard (Chair), Liz Richardson (Vice-Chair), Colin Blackburn, Barry Macrae, Lisa O'Brien, Fiona Darey and Cherry Beath

Officers : Graham Sabourn (Head of Housing), John Wilkinson (Divisional Director for Community Regeneration), Lisa Bartlett (Divisional Director for Development), Jim Collings (Lead Local Flood Authority Manager) and Daniel Parr (Senior Engineer, Drainage)

Cabinet Members in attendance: Councillor Patrick Anketell-Jones

10 WELCOME AND INTRODUCTIONS

The Chairman welcomed everyone to the meeting.

11 EMERGENCY EVACUATION PROCEDURE

The Chairman drew attention to the emergency evacuation procedure.

12 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

There were none.

13 DECLARATIONS OF INTEREST

The Chairman, Councillor Rob Appleyard declared a disclosable pecuniary interest as he is a Director of Curo.

14 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

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

Councillor Robin Moss made a statement to the Panel on the subject of the referendum on membership of the European Union (EU). A copy of the statement can be found on the Panel's Minute Book and online as an attachment to these minutes, a summary is set out below.

He said that a vote on our membership of the EU is less than 18 months away and there will be many emotive issues and images, not least of which concern the movement of people, whether that is within the EU as a whole or the wider migration of refugees from conflict, persecution & poverty that is currently such a problem for the east of the EU in particular.

He added that there are also economic & social issues that have a specific bearing on residents in B&NES that should and must be aired, and which need research a scrutiny. Some areas that specifically come within the remit of this Panel include:

- i) Economic investment and growth does in part come from companies wanting to invest within the EU.
- ii) Economic confidence relies on stability for forward planning.
- iii) Any regulation on immigration and the movement of labour may affect the ability to recruit staff to fill vacancies from the widest possible pool.

He asked that as part of the policy development element of the Panel's role it should consider a risk assessment be undertaken as to potential implications of a referendum. This should include not only the potential result of any referendum but also what effect the actual process will have on business confidence, this should include talking directly to local businesses.

The Chairman thanked Councillor Moss for his statement and said that he would take advice from officers as to when the matter can be discussed by the Panel.

16 MINUTES - 20TH JULY 2015

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

17 CABINET MEMBER UPDATE

The Chairman thanked the Cabinet Member for Economic Development for his written submissions that had been circulated to the Panel and asked if there were any questions for him.

Councillor Cherry Beath asked if it was planned to make the current Enterprise Area bigger.

The Cabinet Member for Economic Development replied that the Council is proposing a multi-site urban and rural enterprise zone that re-designates the Bath City Riverside Enterprise Area into an Enterprise Zone and will include an additional portfolio of employment locations along the A367 Somer Valley Corridor district (the smaller towns of Midsomer Norton and Radstock and the rural areas which lie along the A367).

The Divisional Director for Community Regeneration added that if successful the Council would receive additional Government benefits and that the funding would be spread across B&NES.

Councillor Cherry Beath asked if other areas are bidding to become an Enterprise Zone.

The Divisional Director for Community Regeneration replied that four expressions of interest within the West of England have been lodged and that only one will go forward to the Government for them to decide upon the proposal.

Councillor Barry Macrae commented that he welcomed the work on this matter and said that if successful it would benefit the whole of B&NES.

Councillor Liz Richardson asked what the timeline of the bid process was and if the Council could bid again should it be unsuccessful on this occasion.

The Divisional Director for Community Regeneration replied that the deadline for submissions to the Local Enterprise Partnership (LEP) was August 28th and that he expected a meeting of the LEP Executive to take place within the next 7 – 10 days ahead of a submission to Government by September 18th.

With regard to the Housing Services update report Councillor Liz Richardson asked for clarification on the status of Right to Buy of affordable houses in villages with a population of under 3,000.

The Head of Housing replied that at present villages were excluded, however, the Government's proposal would include homes within a village of a population of under 3,000. He added that no details had yet been released, but that Government statements stated that all properties lost on a right to buy basis must be replaced on a 1:1 basis by the Council. He said that this would be a challenge, particularly given the scale forecast.

Councillor Liz Richardson asked if Affordable Warmth grants were available for older properties.

The Head of Housing replied that solid wall insulation is part of the scheme of grants available.

Councillor Liz Richardson asked what measures the Council takes regarding the enforcement of additional HMO Licensing.

The Head of Housing replied that the Council will enforce the minimum standards without exception.

Councillor Barry Macrae said that he supported a strong line of this issue.

The Chairman asked what the budget was for the Affordable Warmth scheme.

The Head of Housing replied that the figure was around £120,000 and was made up of contributions from the Government, energy companies and the Council.

The Chairman asked how many homes took part in the scheme.

The Head of Housing replied that around 50 were in the pipeline to take part.

The Chairman asked what the Council does to identify HMO's and are its costs covered through the fee charged.

The Head of Housing replied that the administration of the scheme is covered by the fee but that any enforcement action has to be covered by the Council. He added that a recent case in London has argued that enforcement should be included within the fee. He said that a judgement on the case was pending.

He said that the department had just cleared the incoming applications and was about to start work on further identification.

Councillor Colin Blackburn said that an anonymous reporting system would be welcomed in terms of reporting suspicious properties with regard to HMO's.

The Head of Housing replied that he would look into arranging an anonymous reporting form.

Councillor Colin Blackburn asked if officers had considered doing a cross reference check with those claiming Council Tax relief to identify further properties.

The Head of Housing replied that they had done this type of work previously and would be willing to look into a similar exercise in the future.

The Chairman asked for an update on the two empty properties that had been purchased under a Compulsory Purchase Order.

He said that the Council were now evaluating the options on how best to get them back into use, ideally as family accommodation.

The Chairman asked how changes to the Homesearch system would affect vulnerable people who are not proficient in using the internet.

The Head of Housing replied that it operates a number of alternative options for vulnerable clients including allowing friends & family to bid and in some cases contacting them by telephone each week.

Councillor Liz Richardson said that she was concerned for elderly users of the system and asked if Age UK could be contacted to help.

The Head of Housing replied that he was open to offers and suggestions of help. He added that you normally find that somebody, a friend or relative, has been allocated to help an older person.

The Chairman asked what the significance of the statistic '100% was of homelessness decisions were made within 33 days' was.

The Head of Housing replied that this was a Government guidance figure that the Council was measured against. He added that the goal of the service is

homelessness prevention and that the key figure is the number of households in temporary accommodation.

The Chairman acknowledged that the Panel recognises the work of officers in this area.

18 COMMUNITY INFRASTRUCTURE LEVY

Councillor Lisa O'Brien said that she welcomed the forthcoming advisory note for Town & Parish Councils and asked if any training would also be provided.

The Divisional Director for Development replied that training would be provided and that it would also be discussed at the next Parish Liaison Meeting.

The Chairman asked if the Council is able to keep up to 5 % of CIL funds to cover administration costs, are the Parishes entitled to any of that money for their admin purposes.

The Divisional Director for Development replied that Parish & Town Councils would have to make their own arrangements with regard to administration costs.

Councillor Cherry Beath asked if the Panel should receive a future report relating to the framework for the unparished areas of Bath.

The Divisional Director for Development replied that the Divisional Director for Strategy and Performance was undertaking some work on this matter.

The Chairman asked if members had a role in deciding on projects.

The Divisional Director for Development replied that members would be able to comment on projects as part of the Medium Term Plan process.

Councillor Lisa O'Brien asked if Parishes & Towns in the locality of a major development would get the first bite of CIL funding.

The Divisional Director for Development replied that they would look to align local works and infrastructure where they could.

Councillor Barry Macrae replied that infrastructure was key and that the Cabinet should listen to joint approaches for funding.

The Panel **RESOLVED** to note the arrangements for deciding on how CIL funds should be spent and asked to review the matter next May.

19 BATH AND NORTH EAST SOMERSET PLACEMAKING PLAN

The Chairman commented that a lot of brownfield sites are being used for student accommodation and he asked what engagement has the Council had with the universities.

The Divisional Director for Development replied that there is a specific line in the document that states the need to engage with them.

Councillor Barry Macrae said that he was worried the number of decisions / reviews that the Council makes on these issues as areas such as Midsomer Norton have already stated what they want to happen in their areas.

Councillor Charles Gerrish, the Cabinet Member for Finance & Efficiency replied that the Placemaking Plan is the detail around the Core Strategy.

Councillor Lisa O'Brien asked whether student accommodation could be built within the Green Belt of the campus.

The Divisional Director for Development replied that it would have to be exceptional circumstances for development within the Green Belt.

The Chairman asked if other wards should be given protection in relation to HMO's given that student numbers are now uncapped for the universities.

Councillor Colin Blackburn said that he felt that the City was being turned into a dormitory and that a campus could be set up in a different area of the Council to spread the benefit.

Councillor Barry Macrae said that he felt that the Council was giving too much consideration to students over residents and families and that a sense of community must be retained.

Councillor Lisa O'Brien stated that she appreciated the work on this matter in relation to Keynsham.

The Panel **RESOLVED** to note the scope and purpose of the Placemaking Plan and the opportunity to make detailed comments on the contents of the Plan as part of the formal consultation process.

20 DRAFT LOCAL FLOOD RISK MANAGEMENT STRATEGY

The Lead Local Flood Authority Manager introduced this item to the Panel. He explained that the Flood and Water Management Act 2010, makes Bath and North East Somerset Council a Lead Local Flood Authority and we are responsible for managing flood risk from surface water, groundwater and ordinary watercourses in the area.

He added that a Local Flood Risk Management Strategy has been drafted and will be publicly consulted upon during September and October 2015, with a view to publishing a final document by the end of the year.

He said that officers were also seeking advice on who within the Council they can approach for a steer on the appropriate level of promotion of the use of sustainable drainage systems (SuDS) for the management of surface water.

The Chairman asked if planning officers take into account the potential for surface water when deciding on new developments.

The Divisional Director for Development replied that evidence is gathered pre-application and during an application. She added that policy wording may need amending.

The Senior Engineer for Drainage said that the Sustainable Drainage Policy was within the Placemaking Plan.

The Chairman asked if the views of officers associated with this matter should be more enhanced in the planning process.

The Divisional Director for Development replied that their views are equally important, but said that they would likely face a challenge from developers on the viability of proposals. She added that Case Officers would make recommendations if they felt that work was required following a discussion.

Councillor Liz Richardson said that she felt that all developments within the Bath and Chew Valley basins should be built with SuDS and that the Environment Agency should be more involved in the process.

The Senior Engineer for Drainage said that the Environment Agency would be consulted on any development within a flood zone.

Councillor Lisa O'Brien commented that as it was desirable to live and build in B&NES that planning consent must be adhered to.

Councillor Fiona Darey said that she agreed with this comment.

Councillor Barry Macrae said that a balance of views must be found and that he would like to see a firm statutory position from the Council.

The Chairman asked what role officers played in emergency planning.

The Lead Local Flood Authority Manager replied that they do have a role in the process in that they produce various plans that include flooding. He added that as a Lead Local Authority we have Flood Representatives that report incidents to us. He said that the Environment Agency has also put Flood Wardens in place in Chew Magna and this could be extended to other areas.

Councillor Liz Richardson said that she was aware of an exercise to practise flood drills without the actual use of water within the Chew Valley.

The Chairman asked if the Council would be able to deal with an incident should one occur at Twerton Lock.

The Lead Local Flood Authority Manager replied that a major incident plan is in place to cover a number of eventualities.

Councillor Charles Gerrish, Cabinet Member for Finance & Efficiency commented that following incidents in 2012 the Emergency Planning Team were praise for their role.

The Panel **RESOLVED** to:

- 1.1 Recommend that the Cabinet should be the appropriate body to sign-off the final version of the Local Flood Risk Management Strategy.
- 1.2 Recommend the endorsement of the draft Local Flood Risk Management Strategy to the Cabinet.
- 1.3 Recommend further discussion with the Strategic Director for Place on the matter of the Council's support or otherwise for sustainable drainage systems.

21 PANEL WORKPLAN

The Panel's workplan was agreed as printed.

The meeting ended at 4.40 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

Bath & North East Somerset Council	
MEETING:	Planning, Housing & Economic Development Policy Development & Scrutiny Panel
MEETING DATE:	24 November 2015
TITLE:	Place Directorate Plan 2016-2020
WARD:	All
AN OPEN PUBLIC ITEM	
List of attachments to this report:	
<ul style="list-style-type: none"> • Appendix 1: Place Directorate Plan <ul style="list-style-type: none"> ○ Annex 1: Summary of functions of the Division ○ Annex 2: Directorate budget summary (headline numbers) ○ Annex 3: Draft Capital Programme 2016/17 to 2019/20 ○ Annex 4: Finance & Resource Impacts 	

1 THE ISSUE

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

2 RECOMMENDATION

The Panel is asked to:

2.1 Comment on the draft Place 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 Plan and its appendices.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

4.1 This report sets out the framework for the service planning and budget processes which lead up to the statutory and legal requirement for the Council to

set a budget in February 2016. Proportionate equality analysis is being carried out on the proposals within the Directorate Plans.

5 THE REPORT

Introduction

- 5.1 A new Corporate Strategy was agreed by Cabinet at their meeting on 4th November 2015. It sets out the 2020 beautifully inventive vision and the Council's direction of travel over the next four years. It is shaped by and will deliver the 'Putting Residents First' manifesto commitments.
- 5.2 Three new Directorate Plans have also been developed. They will flow from the Corporate Strategy and set out both the strategic and financial ambitions of each Directorate and how they will deliver the Corporate Strategy commitments.
- 5.3 The Directorate Plans will replace Medium Term Service and Resource Plans (MTRSPs). They include, as appendices, the Directorate budget summary and details of growth and savings proposals.

Performance management

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

November PDS process

- 5.5 During November, the draft Directorate Plans will be presented to the Policy Development and Scrutiny (PDS) Panels. Each PDS Panel will be engaged in this process and Panels should only concentrate on the parts of the plan relevant to their own remit.
- 5.6 This Panel is asked to consider the implications of the draft Place Directorate Plan and make recommendations to the relevant portfolio holder(s) and Cabinet. Where the panel wishes to either increase expenditure or reduce savings targets alternatives should be proposed.
- 5.7 At the meeting, the lead for each Directorate Plan will highlight those aspects of the plan that are directly relevant to the panel. The table below maps the remit of this panel to the related Directorate Plan:

Planning, Housing & Economic Development PDS Panel remit	Directorate Plan
<ul style="list-style-type: none"> • Housing, Housing delivery and travellers • Housing choices for vulnerable people • Regeneration Projects • West of England Partnership • Planning • Economic Enterprise and Business 	<ul style="list-style-type: none"> • Place Directorate Plan

<p>Development</p> <ul style="list-style-type: none"> • Tourism (Heritage Services, Destination Management, Arts & Festivals including the film office) • World Heritage Management 	
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Next steps

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

6 RATIONALE

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

7 OTHER OPTIONS CONSIDERED

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

8 CONSULTATION

- 8.1 The Directorate Plans flow from the Corporate Strategy which was developed in consultation with Cabinet and Council officers. They also build on our 2020 vision which was developed in consultation with the Council, NHS, police, local businesses, fire service and voluntary sector.
- 8.2 Council meetings have been held with officers and cabinet members during the development of these directorate plans. Five Budget Fair meetings have also been scheduled during November in order to give partners, stakeholders and members of the public the opportunity to consider and give feedback on the range of proposals included within the plans.

9 RISK MANAGEMENT

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

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

PLACE DIRECTORATE

4 year plan 2016-2020

Introduction

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

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

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

Section one – Corporate Overview

Strategic Context

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

‘Bath and North East Somerset will be internationally renowned as a beautifully inventive and entrepreneurial 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 local unemployment is low at less than five per cent. Our Connecting Families programme, working with vulnerable families, is one of the most successful in the country and the Roman Baths is one of the top most visited heritage sites in the UK.

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

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

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

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

Financial Context

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

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

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

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

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

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

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

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

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

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

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

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

Section two – Directorate Summary

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

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

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

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

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

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

Values

The Council's core values are:

Only promise what we can deliver

Nurture creativity and innovation

Excel in everything we do

The Place Directorate will therefore strive to be:

Honest

Creative

Excellent in all that we do

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

Main report: Directorate intentions

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

A strong economy and growth

We will:

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

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

A focus on prevention

We will:

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

A new relationship with customers and communities

We will:

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

An efficient business

We will:

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

Risks

The key risks associated with the Place Directorate are:

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

Section 3 – 4 Year Financial Strategy

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

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

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

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

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

Appendices

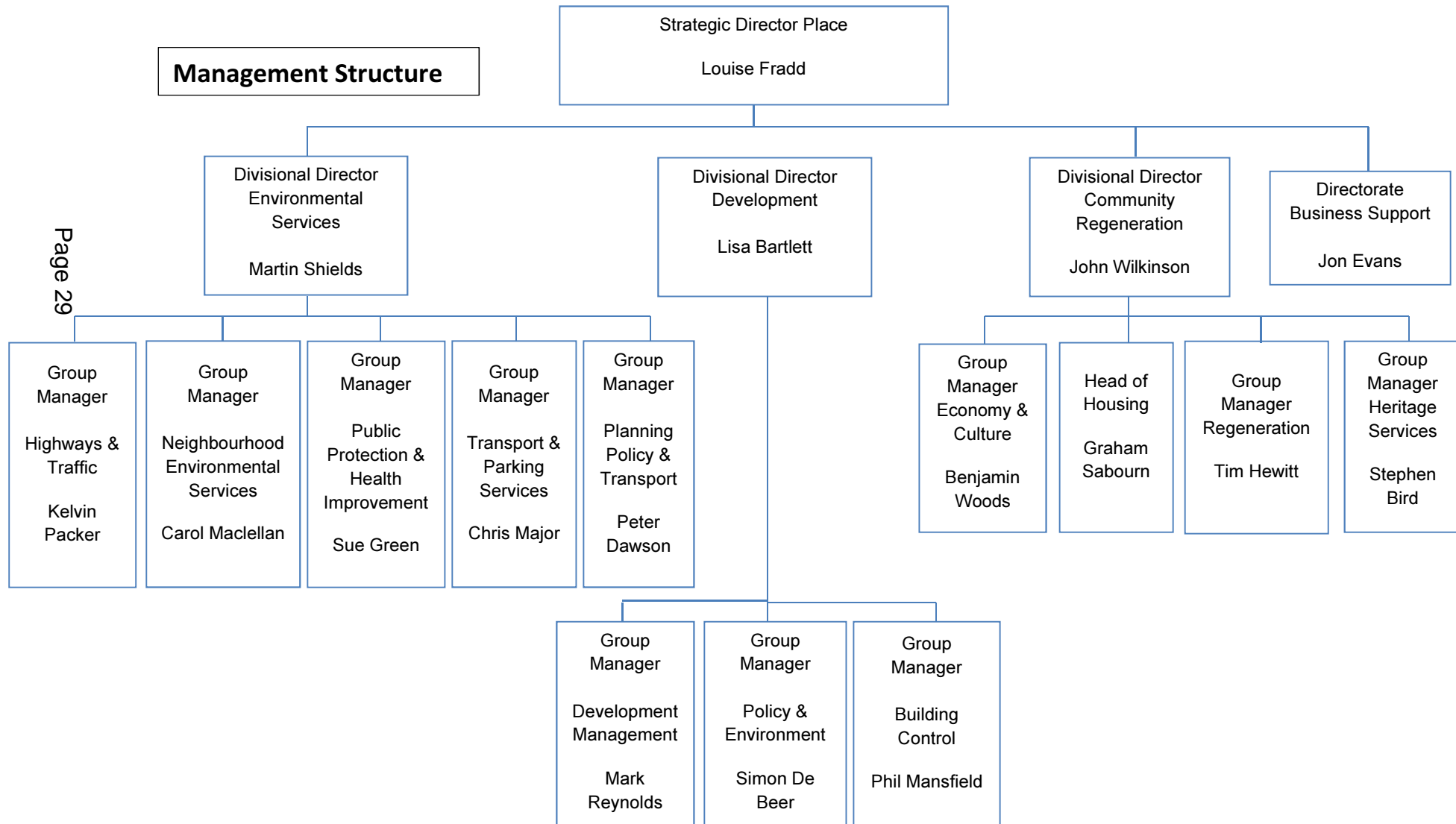
- Appendix 1: Directorate structure
- Appendix 2: Directorate budget summary (headline numbers)
- Appendix 3: Draft Capital Programme 2016/17 to 2019/20
- Appendix 4: Finance and Resource impacts

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Appendix 1 – Directorate Structure

Cabinet Members – Community Services, Cllr Martin Veal. 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 Environment.



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Appendix 2 – Analysis of Headline Numbers

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

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

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

1. Existing Programme Items

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

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

2. New & Emerging Items

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

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

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

Finance & Resource Impacts

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

2016/17

Type of Service Change

1. Income Generating Opportunities – Place

Proposal – items starting in 16/17 only

Requiring Capital Investment:

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

Requiring No Capital Investment:

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

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

Impact

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

Investment required

Capital investment will be required as follows:

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

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

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

Type of Service Change

2. Efficiencies – An effective Business - Place

Proposal – 2016/17 items only

Requiring Capital Investment:

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

Requiring No Capital Investment:

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

Impact

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

Investment required

Capital investment will be required as follows:

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

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

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

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

Type of Service Change

3. Service Redesign – Place

Proposal – 2016/17 items only

Requiring Capital Investment:

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

Requiring No Capital Investment:

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

Impact

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

Investment required

Capital investment will be required as follows:

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

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

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

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

Type of Service Change

4. Growth Avoidance – Place

Proposal

Requiring Capital Investment:

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

No Capital Investment:

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

Impact

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

Investment required

Capital investment will be required as follows:

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

Summary – 2016/17

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

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

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

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

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

Summary - 2017/18 to 2019/20

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

- Further consultation; and
- Development of business cases.

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

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

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

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

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

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

Bath & North East Somerset Council		
MEETING	Planning, Housing and Economic Development Policy Development & Scrutiny Panel	
MEETING DATE	24th November 2015	EXECUTIVE FORWARD PLAN REFERENCE:
TITLE:	Economic Strategy Review : Progress Report	
WARD:	All	
AN OPEN PUBLIC ITEM		
List of attachments to this report:		
Appendix 1 : Progress against Key & Strategic Success Measures 2010 - 2014		

1 THE ISSUE

- 1.1 The Economic Strategy Review document was developed with a group of key partners and stakeholders. Together with the Health & Wellbeing and Transport Strategies it forms a suite of high level strategies to guide the future of the B&NES area.
- 1.2 The updated Strategy was agreed by the Council’s Cabinet in September 2013 and subsequently published in November 2013. The report sets out progress against the Key and Strategic Measures of Success which were included in the Review document.
- 1.3 The Review also included an Action Plan covering the period 2014 – 2020 and Members will receive a presentation of the priority actions which are being progressed to assist in delivering the Strategy’s priority objectives.

2 RECOMMENDATION

- 2.1 That the PD&S Panel note the progress against the Key & Strategic Measures of Success included in the Economic Strategy Review 2014 – 2030.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 3.1 There are no direct financial implications arising from this report. The Economic Strategy Action Plan sets out a number of proposals for future action based on

opportunities identified in the Strategy which will be the subject of detailed evaluation as they are progressed.

- 3.2 Any proposals which could have resource implications for the Council will be subject to the Council's corporate financial approval processes, which includes proposals under the strategic review included within the Directorate Plan being considered elsewhere in this agenda.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 Councils have the power to address the economic, environmental and social wellbeing of their area. The Economic Strategy Review addresses a number of considerations including: economic prosperity; equalities; sustainability; planning; and public health and inequalities.

5 THE REPORT

- 5.1 The Economic Strategy Review was developed through discussion and consultation with an external Economic Partnership Group and a cross-service Officer Group. The Review sought to:

- support the work of the Public Services Board in promoting the closer integration of key strategies for the delivery of sustainable communities;
- widen the scope of the Strategy to embrace the whole economy and ensure that the impact and potential of the wider visitor and cultural sectors and their contribution to the quality of 'place' and the economy are fully understood;
- update the evidence base for the Economic Strategy and review the main objectives in the 2010 strategy document;
- respond to the changes to external partnership relations with the demise of the Regional Development Agencies and Business Links and the creation of Local Enterprise Partnerships (LEP'S);
- ensure linkages with the LEP Strategic Economic Plan and the potential to attract further funding for key infrastructure and development projects, business support and skills initiatives; and
- take into account changes in government legislation, the need for cross-boundary liaison and in particular the opportunity to retain business rate income under the West of England City Deal.

- 5.2 The Economic Strategy Review document is structured around:

- Three strategic themes Business; Place; and People.
- Two cross-cutting Core Values: Sustainability & Health and Wellbeing
- Nine key priorities:
 - business growth & investment | business space | business support
 - successful city | vibrant market towns | sustainable connected communities | housing

- employment & skills | leisure & culture

5.3 The Review identifies eight priority sectors which will be the focus for future for future economic and employment growth. These are split into Key and Core sectors:

- Core sectors currently employ significant numbers of people locally and will continue to be important in employment terms. They cover : tourism, leisure, arts and culture / retail / health & wellbeing / finance & professional business services
- Key sectors are generally smaller in employment terms but higher value added and offer the potential for significant future expansion. They cover: creative & digital / ICT / advanced engineering & electronics / environmental & low carbon

5.4 The report to Cabinet in 2013 indicated that the Strategy would be subject to annual progress reports which would cover:

- Progress against the Key and Strategic Measures of Success which were included in the Review document.
- An update on the Action Plan 2014 -2020 which accompanied the Review.

5.5 Appendix one to this report sets out progress against the Success Measures for the period 2010 – 2014. It shows:

- That against the key measures of growth in jobs / GVA / productivity the area's economy has performed well and running ahead of target
- That employment growth in the Priority Sectors is ahead of target but with a focus on growth in the Core Sectors including retail, the visitor economy and health
- That because of the focus on the Core Sectors and the increase in part-time employment :
 - The average productivity (GVA) per worker has not grown as much as projected to date
 - The average annual income per employee has fallen : however in contrast resident earnings have risen by 2.3% between 2010 – 2014 reflecting the fact that the B&NES resident workforce has above average qualification levels

5.6 An update on Action Plan 2014 – 2020 will be covered by a presentation at the Panel meeting.

6 RATIONALE

6.1 The B&NES Economic Strategy has provided the strategic context for:

- Bath City Riverside being established as one of five Enterprise Areas across the West of England.
- £11m of funding being secured for enabling infrastructure in E.A. and a further £50m of funding being earmarked for a further five priority projects through the LEP's Revolving Infrastructure and City Deal Economic Development funds.

- 1,600 existing & potential new start businesses supported through Council SLA's and joint working with the LEP and Business West.

6.2 The Strategy Review provides a framework for the B&NES area to continue to benefit from the LEP's Strategic Economic Plan for the sub-region, the West of England Growth Deal and the Strategic Investment Framework for EU funds.

7 OTHER OPTIONS CONSIDERED

7.1 None

8 CONSULTATION

8.1 The Economic Strategy Review and Action Plan framework have been developed in conjunction with a cross-service Officer Working Group from the Council and with an external Partnership Group drawn for the B&NES Economic Partnership.

8.2 The Council's Strategic Director of Place, Monitoring Officer (Divisional Director – Legal and Democratic Services) and Section 151 Officer (Divisional Director - Finance) have had the opportunity to input to this report.

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	Ben Woods 01225 477597 John Cox 01225 477294
Background papers	<p>1. Report to Cabinet September 2013 http://democracy.bathnes.gov.uk/documents/s32203/E2661%20Economic%20Strategy%20Review.pdf</p> <p>2. Economic Strategy Review 2014 – 2030 http://www.bathnes.gov.uk/services/business/economic-business-development</p>
Please contact the report author if you need to access this report in an alternative format	

ECONOMIC STRATEGY FOR B&NES 2010 – 2030

APPENDIX 1

PROGRESS AGAINST KEY AND STRATEGIC SUCCESS MEASURES 2010 - 2014

KEY ECONOMIC INDICATORS 2010 - 2030			
MEASURE	Average Annual Growth Rate (%) 2010 - 2030	Average Annual Growth Rate (%) 2010 - 2014	RAG status
Number of Jobs in B&NES	575	850	
Average Annual Growth - Jobs	0.6	0.9	
Average Annual Growth - Productivity	2.7	3.2	
Average Annual Growth - GVA	3.2	4.1	

STRATEGIC MEASURES OF SUCCESS 2010 - 2030					
MEASURE	BASELINE 2010	TARGET 2030	TARGET 2014	ACTUAL 2014	
BUSINESS					
Number of jobs in the Priority Sectors	48,400	53,900	+2300	+5500	
Average GVA per worker £'s	39,000	66,000	+5400	+4740	
PLACE					
Number of jobs in B&NES	88,800	100,300	+2300	+3400	
Number of jobs in Bath	60,300	68,100	+1560	+2600	
Number of jobs in the Market Towns	16,900	19,800	+580	+900	
PEOPLE					
Average annual income per employee £'s	27,000	41,000	+2800	-870	
Number of jobs in the Core Sectors	39,600	49,000	+1880	+4300	

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Bath & North East Somerset Council		
MEETING	Planning, Housing and Economic Development Policy Development and Scrutiny Panel	
MEETING DATE:	24 November 2015	EXECUTIVE FORWARD PLAN REFERENCE:
TITLE:	Cultural & Creative Strategy Review 2015-2020: progress review	
WARD:	All	
AN OPEN PUBLIC ITEM		
List of attachments to this report:		

1 THE ISSUE

- 1.1 The Panel has requested a progress update on the implementation of the Cultural & Creative Strategy Review 2015-2020. The report outlines progress in 2015/16 and planned actions for 2016/17.

2 RECOMMENDATION

- 2.1 That the Panel notes the report and officers' planned actions.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 3.1 Finance: Many of the actions in the Cultural & Creative Strategy Review are the responsibility of external bodies and organisations. Those actions which are the responsibility of the Council are to be implemented within existing budgets in the appropriate year, and/or are subject to successful fund-raising from external sources such as grants and EU funding. Many of the actions relate to 'changing how we work' and do not require additional financial resources.
- 3.2 Property: Some actions within the Strategy Review relate to the Council's ability to utilise its property portfolio to achieve best value and to support economic growth.
- 3.3 People: No implications; responsibilities can be covered within officers' existing job descriptions.

- 3.4 Place Directorate Plans, including proposals linked to some of the items discussed in section 5 of this report, are being considered elsewhere in this agenda.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 Equalities: The Cultural & Creative Strategy Review makes participation in cultural and creative activity a priority for the five year period.
- 4.2 Children: The Cultural & Creative Strategy Review makes children & young people's engagement in cultural and creative activity a priority for the five year period.

5 THE REPORT

- 5.1 The Cultural and Creative Strategy Review 2015-2020 was developed in 2014 and adopted in April 2015 (report E2746 <http://democracy.bathnes.gov.uk/ieDecisionDetails.aspx?ID=799>). It was launched on 19 October 2015 with an event attended by approximately 100 people representing the cultural and creative sector.
- 5.2 The Cultural and Creative Strategy Review 2015-2020 was developed by the Council in partnership with the cultural and creative sector. A series of workshop-style meetings was held throughout 2014, enabling the priorities to be developed in a collaborative manner, ensuring maximum engagement from the whole sector.
- 5.3 There are 10 priority themes:
- Ambition and activity
 1. World-class culture
 2. Creative economy
 3. City identity and B&NES
 - Audiences and participation
 4. Visibility and discoverability
 5. Audiences and engagement
 6. Children and young people
 7. Nurturing talent
 - Infrastructure and connectivity
 8. Venues and work spaces
 9. Collaborative networks
 10. Financial sustainability and infrastructure
- 5.4 For this PDS Panel, officers report on six pieces of work implemented or started in 2015/16:
- 5.5 (1) Cultural & Creative Bath Partnership – A collaborative 'umbrella' group bringing together Creative Bath, Cultural Forum for the Bath Area, and The Guild Co-working Hub. The group is currently in development, with support from officers, and it is anticipated that it will come together by March 2016. The Council will then be able to engage with one body representing the cultural & creative sector.

- 5.6 (2) Destination Management – A new contract will be advertised for tender in November 2015 on the ‘Supplying the SW’ portal. The successful provider or consortium of providers will deliver the contract from April 2016. The new contract provides opportunity for a more ‘joined-up’ approach to tourism promotion, the calendar of major events, and destination marketing.
- 5.7 (3) Bath Film Office – Bath Film Office are setting up the Film Friendly Partnership. This comprises approximately 18 local businesses who have agreed to be ‘film friendly’, including (for example) Victoria Hall, Radstock; Harptree Court guest-house in the Chew Valley (the original location for the BBC’s ‘Great British Bake-Off’); Bath Academy of Media Make-up; and Bath Trike Works (mobile camera units). All businesses who are signing-up as ‘film friendly’ recognise that filming brings opportunity for maximising economic benefit in the district. The Film Office are also in the process of agreeing a Film Friendly Charter for Council departments which support and enable filming to take place.
- 5.8 (4) Support to cultural and creative businesses – The Council has existing contracts with two providers. Cool Ventures <http://www.coolventures.co.uk/> provides advice and support to business start-ups and developing businesses. Mackerel Sky’s ‘Thrive’ programme <http://www.thrivebath.co.uk/> provides targeted training and development to the cultural sector, including leadership, governance and financial resilience.
- 5.9 (5) Culture & Creative Investment Board – Building on research into successful initiatives elsewhere in the SW (Cornwall Council), the new Culture & Creative Investment Board brings together senior representatives from the funding bodies for culture: Arts Council England, Heritage Lottery Fund, Visit England, Creative England, Local Enterprise Partnership. The Board acts as an advisory group to the Council, supporting and guiding the implementation of the Cultural & Creative Strategy Review priorities. Information and input from these bodies will enable the Council to plan for future investment in cultural and creative development.
- 5.10 (6) Evidence based funding policy – The Cultural & Creative Strategy Review identifies a ‘participation gap’: not all residents of the district have equal access and opportunity to participate in arts and cultural activity. This is supported by evidence collected by Arts Development officers over a 5-year period, based on audience data and Voicebox surveys, which gives detailed customer insight into those communities which have less engagement in arts activity.

Demographic data shows that North East Somerset and the more disadvantaged neighbourhoods of Bath have low participation in arts activity. The Cultural & Creative Strategy Review supports the policy of evidence-based decision-making which is the basis for all Council arts funding decisions; officers are committed to ensuring greater equality of access and will direct resources accordingly. Savings are required in the Arts & Festivals budget for 2016/17; officers will apply resources to best meet Council priorities, and to enable the long-term sustainability of the cultural and creative sector in B&NES.

- 5.11 Subject to the setting of the Council budget for 2016/17, officers will:
- continue to implement the 6 projects above;

- identify and pursue new opportunities that meet the priorities of the strategy;
- work with the Cultural & Creative Bath Partnership, the leadership body for cultural and creative businesses in B&NES, to encourage financial sustainability and resilience across the sector.

6 RATIONALE

6.1 The Cultural & Creative Strategy Review is in its first year of implementation. Officers request the Panel's endorsement of the current approach, and will continue to measure progress each year.

7 OTHER OPTIONS CONSIDERED

7.1 None

8 CONSULTATION

8.1 The Cultural & Creative Investment Board was consulted at a meeting 19 October 2015.

8.2 The Council's Monitoring Officer, Section 151 Officer and the Place Strategic Director have had the opportunity to input to this report and have cleared it for publication. The Procurement team have been involved throughout.

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	Ben Woods, Group Manager, Economy & Culture benjamin_woods@bathnes.gov.uk 01225 477597
Background papers	Culture & Creative Strategy Review 2015-2020 http://democracy.bathnes.gov.uk/ieDecisionDetails.aspx?ID=799
Please contact the report author if you need to access this report in an alternative format	

Bath & North East Somerset Council	
MEETING:	Planning, Housing and Economic Development PDS Panel
MEETING DATE:	Tuesday 24 November 2015
TITLE:	Bath World Heritage Site Management Plan: Update
WARD:	Bath and surrounding wards
AN OPEN PUBLIC ITEM	
List of attachments to this report: None	

1 THE ISSUE

- 1.1 This is an update report on World Heritage Site (WHS) management in Bath. It concentrates on the current revision of the WHS Management Plan, progress of the 'Great Spas of Europe' project and the Archway project to deliver a World Heritage Interpretation Centre.

2 RECOMMENDATION

- 2.1 This is an information item. The panel are asked to note the report contents.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 3.1 There are no financial implications as a result of this report. Approved budgets relating to the emerging draft replacement WHS Management Plan and the Great Spas project are in place and as described in 5.13 the WHS Interpretation Centre is partially subject to fundraising and grants from external bodies. Costs associated with stakeholder engagement will be managed from within these existing budgets.
- 3.2 With regard to property, the buildings which will house the new learning centre and WH Interpretation Centre are within the Council's ownership. The capital project proposals will be progressed through the usual Council capital approval process.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 There are no statutory requirements associated with WH inscription but UNESCO, as the body which inscribes and monitors sites, has operational guidelines which state parties and sites are expected to abide by. A link to these is provided at the end of this report.

5 THE REPORT

Introduction

- 5.1 This report follows earlier submissions to this panel in January 2013/July 2014.

- 5.2 UNESCO WHS status is the highest heritage accolade available to any cultural or natural place. The inscription is very difficult to obtain and the brand is recognised and respected world-wide. The fact that Bath and Venice are the only complete cities in Europe to be inscribed in their entirety validates our cultural offer and heritage significance, drives our tourist industry, creates an image of quality, enhances our global profile and bolsters civic pride. The financial benefit is difficult to accurately quantify but it can safely be said to be worth millions of pounds.

The City of Bath World Heritage Site Management Plan

- 5.3 As noted in section 4.1 UNESCO guidelines stipulate that all sites should have an up to date management plan in place. UNESCO can be compared to a standards agency in that they identify the most significant places on the planet and then work to ensure that they are then well managed. A management plan should describe what the site comprises of, explain why it is of global importance, outline the management systems in place to protect it and contain an action plan of necessary measures.
- 5.4 The first Bath WHS Management Plan (2003-9) concentrated on establishing systems of management and ensuring appropriate policies and guidelines were in place. The second plan (2010-16) applied these systems in the face of significant development pressure and sought to apply the lessons learnt from the UNESCO Mission of 2008. Much was achieved during both plan periods and the current state of conservation in Bath is very good. The city can be described as prosperous and there are few examples of derelict or abandoned buildings. The key challenge to be addressed in the forthcoming plan (2016-22) is to deliver a further phase of considerable growth and change whilst sustaining the Outstanding Universal Value for which the site was inscribed. This plan is currently under production. It is an optimistic and ambitious plan, it seeks to 'raise the bar' and ensure that Bath is viewed as an exemplar of urban heritage management.
- 5.5 The management plan is overseen by the WHS Steering Group, which comprises of key local and national stakeholders with an independent chairperson. The Council is the major steward of the site and takes the lead by employing a WH Manager and providing the secretariat to the Steering Group. The 5 draft priorities of the emerging replacement plan are managing development, transport, the public realm, interpretation and education and environmental resilience.
- 5.6 The timetable for progressing the emerging plan is as follows. A 'stakeholder event' with 130 invitees was held in April 2015 and the feedback from this, together with issues rolled forward from the previous plan, enabled draft issues and actions to be captured. Events throughout the year, such as WH Day and talks to interest groups have also contributed to this. A full draft will be issued for public consultation in April 2016 and presented to full council for adoption in June 2016. The approved plan will subsequently be sent, via Department of Culture, Media and Sport (DCMS), to UNESCO in Paris.

The Great Spas of Europe

- 5.7 As previously reported to this panel, Bath is engaged in a project entitled the 'Great Spas of Europe'. In 2007 the Czech Government approached UNESCO with a proposal to have 3 of their spa towns inscribed on the WH list for the contribution that they had made to European culture. UNESCO welcomed the idea, but asked that the best examples of spas across Europe be identified to demonstrate this cultural contribution. Subsequently a group of leading European spas was formed and Bath sits within that group.
- 5.8 This long-term project currently includes 16 spas, from 7 countries. It has progressed significantly, with all 16 spas now officially recognised as candidates by their respective state parties and included on the tentative lists (of potential WH nominations) of each country. On face value it is a model of European co-operation, with all 16 mayors (or civic leaders) actively engaged in meetings, fees all being paid and broad agreement over the way forward. This co-operation may be tested in early 2016 when the numbers in the group are expected to be reduced in an inter-governmental meeting with the decisions based on comprehensive analysis of the contribution each spa makes to the value of the nomination. Bath is confident in progressing (on merit) through this selection process.
- 5.9 At the same time as the Great Spas is being assessed collectively the Bath nomination is also being assessed by the UK Government. DCMS are conducting a 'technical evaluation' of UK tentative WH bids and Bath was tested on the 3rd November 2015. A report from the evaluation panel will be sent to the relevant minister (Tracey Crouch MP) and feedback should be shared with Bath before Christmas this year.
- 5.10 Assuming the above hurdles are successfully cleared, the group will progress with developing a common management plan and other necessary documentation in advance of a formal nomination to UNESCO in 2018. A successful nomination would lead to a second (over-laying) WH inscription for the city and make it the only such site in the UK.

The World Heritage Interpretation Centre

- 5.11 The Roman Baths is engaged in a project to deliver a new learning centre within grade II listed Victorian former laundry buildings immediately south of the Great Bath (off York Street and Swallow Street). As part of this 'Archway' project, the current retail unit on York Street (a former jeans shop and currently a 'pop-up' bookshop) will become a World Heritage Interpretation Centre.
- 5.12 This centre will seek to explain to local people and visitors alike why the City of Bath is of global heritage importance. It will be designed to act as a hub, greeting people, explaining to them and enthusing them about our widespread heritage offer, and sending them out to explore. Such a centre reflects best practice emerging elsewhere and follows recommendations made by UNESCO. It is one of the key deliverables included in the emerging WHS Management Plan and the challenge will be how to interpret so much in one space.

5.13 The Heritage Services led Archway project has received stage 1 Heritage Lottery Funding and will submit the full stage 2 application in June 2016. There is an element of match funding also required and this is currently underway, led by the recently formed Roman Baths Foundation.

6 CONSULTATION

6.1 The Council's Strategic Director of Place, Monitoring Officer (Divisional Director – Legal and Democratic Services) and Section 151 Officer (Divisional Director - Finance) have had the opportunity to input to this report.

6.2 No further consultation has been undertaken for this information report.

7 RISK MANAGEMENT

7.1 A risk assessment related to the issue and recommendation is not considered necessary in this instance.

Contact person	Tony Crouch, World Heritage Manager. 01225 477584
Background papers	<p>The World Heritage Site Management Plan (2010-2016) and the Steering Group composition can be seen at: www.bathnes.gov.uk/worldheritage</p> <p>Previous reports on this subject to the panel can be seen at:</p> <p>24 Jan 2013: http://democracy.bathnes.gov.uk/ieListDocuments.aspx?CId=458&MID=3309</p> <p>17 Jul 2013: http://democracy.bathnes.gov.uk/ieListDocuments.aspx?CId=458&MID=3899</p> <p>UNESCO Operating Guidelines (2015): http://whc.unesco.org/en/guidelines/</p>
<p>Please contact the report author if you need to access this report in an alternative format</p>	

PLANNING, HOUSING AND ECONOMIC DEVELOPMENT POLICY DEVELOPMENT AND SCRUTINY 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:

Page 59

<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 Mark Durnford, Democratic Services (01225 394458). 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
24TH NOVEMBER 2015				
16 Nov 2015 24 Nov 2015	CTE PDS PHED PDS	Directorate Plan for Place	Louise Fradd Tel: 01225 395385	Strategic Director - Place
24 Nov 2015	PHED PDS	Economic Strategy Update	Benjamin Woods Tel: 01225 477597	Strategic Director - Place
24 Nov 2015	PHED PDS	Culture & Creative Strategy	Benjamin Woods Tel: 01225 477597	Strategic Director - Place
24 Nov 2015	PHED PDS	World Heritage City Management Plan	Tony Crouch. Tel: 01225 477584	Strategic Director - Place
5TH JANUARY 2016				
5 Jan 2016	PHED PDS	Digital B&NES	Benjamin Woods Tel: 01225 477597	Strategic Director - Place

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
4 Nov 2015 5 Jan 2016 E2787	Cabinet PHED PDS	Placemaking Plan for Bath and North East Somerset	Simon De Beer Lisa Bartlett Tel: 01225 477616 Tel: 01225 477281	Strategic Director - Place
5 Jan 2016	PHED PDS	West of England Joint Spatial Plan	Simon De Beer Tel: 01225 477616	Strategic Director - Place
5 Jan 2016	PHED PDS	Youth Homelessness	Michael Chedzoy Tel: 01225 477940	Strategic Director - Place
5 Jan 2016	PHED PDS	Student Accommodation - Phase Two	Lisa Bartlett Tel: 01225 477281	Strategic Director - Place

Page 62

1ST MARCH 2016

1 Mar 2016	PHED PDS	Bath Enterprise Area	John Wilkinson Tel: 01225 396593	Strategic Director - Place
1 Mar 2016	PHED PDS	Skills & Apprenticeships Programme	Benjamin Woods Tel: 01225 477597	Strategic Director - Place
1 Mar 2016	PHED PDS	Neighbourhood Planning	Lisa Bartlett Tel: 01225 477281	Strategic Director - Place

3RD MAY 2016

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
3 May 2016	PHED PDS	Waterscape Strategy	Zoe Hancock Tel: 01225 477841	Strategic Director - Place
3 May 2016	PHED PDS	World Heritage Status - 2nd Inscription	Tony Crouch. Tel: 01225 477584	Strategic Director - Place
3 May 2016	PHED PDS	Project Delivery Programme		Strategic Director - Place
5TH JULY 2016				
Page 63 5 Jul 2016	PHED PDS	Victoria Art Gallery		Strategic Director - Place
ITEMS YET TO BE SCHEDULED				
	PHED PDS	Corporate Gypsies & Travellers Policy	Graham Sabourn Tel: 01225 477949	Strategic Director - Place
	PHED PDS	South West Housing Providers Longitudinal Welfare Reform Study	Graham Sabourn Tel: 01225 477949	Strategic Director - Place
	PHED PDS	Archway Centre Project Update		Strategic Director - Place

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
	PHED PDS	Salford Brassmill		Strategic Director - Place
	PHED PDS	Archive Centre		Strategic Director - Place
	PHED PDS	Former MoD Site - Foxhill - Mulberry Park	Graham Sabourn Tel: 01225 477949	Strategic Director - Place

The Forward Plan is administered by **DEMOCRATIC SERVICES**: Mark Durnford 01225 394458 Democratic_Services@bathnes.gov.uk