

Democratic Services

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Date: 4th April 2017

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To: All Members of the Cabinet

Councillor Tim Warren Leader of the Council and Conservative Group Leader

Councillor Liz Richardson Cabinet Member for Homes and Planning

Councillor Patrick Anketell- Cabinet Member for Economic Development, Conservative

Deputy Group Leader Bath

Jones

Councillor Charles Gerrish Cabinet Member for Finance and Efficiency, Conservative

Deputy Group Leader North East Somerset

Councillor Vic Pritchard Cabinet Member for Adult Social Care and Health

Councillor Anthony Clarke Cabinet Member for Transport

Councillor Martin Veal Cabinet Member for Community Services
Councillor Michael Evans Cabinet Member for Children's Services

Councillor Paul Myers Cabinet Member for Policy, Localism & Partnerships

Chief Executive and other appropriate officers

Press and Public

Dear Member

Cabinet: Wednesday, 12th April, 2017

You are invited to attend a meeting of the Cabinet, to be held on Wednesday, 12th April, 2017 at 4.00 pm in the Council Chamber - Guildhall, Bath.

The agenda is set out overleaf.

Yours sincerely

Jack Latkovic for Chief Executive

The decisions taken at this meeting of the Cabinet are subject to the Council's call-in procedures. Within 5 clear working days of <u>publication</u> of decisions, at least 10 Councillors may signify in writing to the Chief Executive their wish for a decision to be called-in for review. If a decision is not called-in, it will be implemented after the expiry of the 5 clear working day period.

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:

- 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 Jack Latkovic who is available by telephoning Bath 01225 394452 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 normally be received in Democratic Services by 4.30pm the previous Friday but Bank Holidays will cause this to be brought forward).

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 normally be received in Democratic Services by 4.30pm the previous Friday but Bank Holidays will cause this to be brought forward). 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 Jack Latkovic 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 Jack Latkovic as above.

Appendices to reports are available for inspection as follows:-

Public Access points - Reception: Civic Centre - Keynsham, Guildhall - Bath, The Hollies - Midsomer Norton. Bath Central and Midsomer Norton public libraries.

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

4. Recording at Meetings:-

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

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

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

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

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

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

7. Emergency Evacuation Procedure

When the continuous alarm sounds, you must evacuate the building by one of the designated exits and proceed to the named assembly point. The designated exits are sign-posted.

Arrangements are in place for the safe evacuation of disabled people.

8. Officer Support to the Cabinet

Cabinet meetings will be supported by the Senior Management Team.

9. Recorded votes

A recorded vote will be taken only when requested by a member of Cabinet.

Cabinet - Wednesday, 12th April, 2017

in the Council Chamber - Guildhall, Bath

AGENDA

- WELCOME AND INTRODUCTIONS
- 2. EMERGENCY EVACUATION PROCEDURE

The Chair will draw attention to the emergency evacuation procedure as set out in the Notes

- APOLOGIES FOR ABSENCE
- 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 CHAIR
- 6. QUESTIONS FROM PUBLIC AND COUNCILLORS

Questions submitted before the deadline will receive a reply from an appropriate Cabinet member or a promise to respond within 5 days of the meeting. Councillors may ask one supplementary question for each question they submitted, up to a maximum of two per Councillor.

7. STATEMENTS, DEPUTATIONS OR PETITIONS FROM PUBLIC OR COUNCILLORS

Councillors and members of the public may register their intention to make a statement if they notify the subject matter of their statement before the deadline. Statements are limited to 3 minutes each. The speaker may then be asked by Cabinet members to answer factual questions arising out of their statement.

8. MINUTES OF PREVIOUS CABINET MEETINGS 25TH JAN 2017 AND 1ST FEB 2017 (Pages 7 - 24)

To be confirmed as correct records and signed by the Chair.

9. CONSIDERATION OF SINGLE MEMBER ITEMS REQUISITIONED TO CABINET

This is a standard agenda item, to cover any reports originally placed on the Weekly list for single Member decision making, which have subsequently been the subject of a

Cabinet Member requisition to the full Cabinet, under the Council's procedural rules

10. MATTERS REFERRED BY POLICY DEVELOPMENT AND SCRUTINY BODIES

This is a standing agenda item (Constitution rule 14, part 4D – Executive Procedure Rules) for matters referred by Policy Development and Scrutiny bodies. The Chair of the relevant PDS Panel will have the right to attend and to introduce the Panel's recommendations to Cabinet.

11. SINGLE MEMBER CABINET DECISIONS TAKEN SINCE PREVIOUS CABINET MEETING (Pages 25 - 32)

A list of Cabinet Single Member decisions taken and published since the last Cabinet meeting to note (no debate).

12. DETERMINATION OF STATUTORY NOTICES TO ENLARGE THREE PRIMARY SCHOOLS IN BATH, RADSTOCK AND WHITCHURCH (Pages 33 - 68)

Following the publication of the statutory notices proposing the enlargement of Bathwick St. Mary C of E Primary School, St. Nicholas' C of E Primary School and Whitchurch Primary School to create additional pupil places, Cabinet to consider the responses submitted during the representation period and to determine the statutory notices for these enlargements.

13. HERITAGE SERVICES BUSINESS PLAN 2017-2022 (Pages 69 - 104)

This is the second update of the Heritage Services five-year Business Plan 2015-2020 that was approved by Cabinet in February 2015. It covers the five financial years from 2017/18 to 2021/22, and has been prepared following the annual in-depth review of business activity. The revised Plan includes an analysis of the risk involved.

14. ADOPTION WEST UPDATE (Pages 105 - 186)

The Cabinet are asked to approve proposals for the establishment of the Adoption West Regional Adoption Agency (RAA) as outlined in this report.

The purpose for requesting approval at this stage is due to the timescales for achieving commitment from multiple local authorities. In addition, the report seeks to provide certainty regarding each local authority's commitment prior to formal staff consultation and committing substantial project resources on drafting legal documentation and initiating support service commissioning.

15. CHEW VALLEY NEIGHBOURHOOD DEVELOPMENT PLAN (Pages 187 - 190)

Following the successful examination and referendum, this report seeks to make and bring into force the Chew Valley Neighbourhood Plan, so that it will be used by the Local Planning Authority to help determine planning applications within the Neighbourhood Area. Chew Magna Parish Council is the qualifying body authorised to act in relation to the Neighbourhood Plan. The Chew Valley Neighbourhood Development Plan area comprises of the parishes of Chew Magna, Chew Stoke, Compton Martin, East Harptree, Hinton Blewett, Ubley and West Harptree.

The Committee Administrator for this meeting is Jack Latkovic who can be contacted on 01225 394452.

Protocol for Decision-making

Guidance for Members when making decisions

When making decisions, the Cabinet/Committee must ensure it has regard only to relevant considerations and disregards those that are not material.

The Cabinet/Committee must ensure that it bears in mind the following legal duties when making its decisions:

- Equalities considerations
- Risk Management considerations
- Crime and Disorder considerations
- Sustainability considerations
- Natural Environment considerations
- Planning Act 2008 considerations
- Human Rights Act 1998 considerations
- Children Act 2004 considerations
- Public Health & Inequalities considerations

Whilst it is the responsibility of the report author and the Council's Monitoring Officer and Chief Financial Officer to assess the applicability of the legal requirements, decision makers should ensure they are satisfied that the information presented to them is consistent with and takes due regard of them.

Agenda Item 8

BATH AND NORTH EAST SOMERSET

CABINET

Wednesday, 25th January, 2017

These minutes are draft until confirmed as a correct record at the next meeting.

Present:

Councillor Tim Warren Leader of the Council and Conservative Group Leader

Councillor Liz Richardson Cabinet Member for Homes and Planning

Councillor Patrick Anketell-Jones Cabinet Member for Economic Development,

Conservative Deputy Group Leader Bath

Councillor Vic Pritchard Cabinet Member for Adult Social Care and Health

Councillor Anthony Clarke **Cabinet Member for Transport**

Cabinet Member for Community Services Councillor Martin Veal Councillor Michael Evans Cabinet Member for Children's Services

Cabinet Member for Policy, Localism & Partnerships Councillor Paul Myers

61 WELCOME AND INTRODUCTIONS

The Chair welcomed everyone to the meeting.

62 **EMERGENCY EVACUATION PROCEDURE**

The Senior Democratic Services Officer drew attention to the evacuation procedure as set out in the Agenda.

63 APOLOGIES FOR ABSENCE

Councillor Charles Gerrish had sent his apologies.

DECLARATIONS OF INTEREST 64

There were none.

DEPUTATIONS OR 65 **PETITIONS** FROM **PUBLIC** OR STATEMENTS, **COUNCILLORS**

The Chair informed the meeting that speakers would have the opportunity to address the Cabinet. The list of registered speakers (available on the Minute Book at Democratic Services) was contained in the purple sheet and available in the public gallery. Each speaker would have up to three minutes to address the Cabinet.

PARK AND RIDE EAST OF BATH 66

Emma Adams read out the statement where she said that there was no need for another Park and Ride and that the Council had not provided business case. Emma Adams also said that visitor numbers had been inflated during Christmas Market

> Page 7 1

period, and that those numbers were not true reflection on the average number of people coming to Bath. Emma Adams concluded her statement by saying that there was a lack of communication from the Council and that the whole process was undemocratic and secretive, without the relevant facts and figures.

Harry Adams (11 year old) said that he had studied proposals for the Park and Ride but that he had not seen a real need for another Park and Ride. Harry Adams also said that another 1,000 cars would not make much difference to the traffic in London Road; other Park and Rides had not been used well; concerns about the wildlife in Meadows; and that technology is moving forward so parking and pollution in Bath would not be an issue.

Annie Kilvington gave a statement (available on the Minute Book at Democratic Services) speaking against the Park and Ride proposals.

Lisa Brown gave a statement (available on the Minute Book at Democratic Services) speaking against the Park and Ride proposals.

Fiona Powell gave a statement (available on the Minute Book at Democratic Services) speaking against the Park and Ride proposals.

Peter Davenport gave a statement (available on the Minute Book at Democratic Services) speaking against the Park and Ride proposals.

Alison Smith gave a statement (available on the Minute Book at Democratic Services) speaking against the Park and Ride proposals.

Derek Redding gave a statement (available on the Minute Book at Democratic Services) speaking against the Park and Ride proposals.

Piers Taylor gave a statement (on behalf of Andrew Lea) by saying that only 57% of existing Park and Rides around Bath were used during the busiest times. Piers Taylor also said that the images presented by the officers were misleading, that Park and Ride would not be concealed by planting trees, that the proposed development was ecologically illiterate and it would be an act of environmental vandalism, and that Park and Ride East of Bath was not a solution for traffic problems.

David Dunlop gave a statement (available on the Minute Book at Democratic Services) speaking against the Park and Ride proposals.

Phil Johnston gave a statement (available on the Minute Book at Democratic Services) speaking against the Park and Ride proposals.

Christine Boyd gave a statement (available on the Minute Book at Democratic Services) speaking against the Park and Ride proposals.

Andrew Mercer gave a statement and presented a document to the Cabinet (available on the Minute Book at Democratic Services) speaking against the Park and Ride proposals.

Stuart Feasey gave a statement by saying that Park and Ride meant to reduce the pollution though there was no evidence to back up this claim. Stuart Feasey also said that the Alliance had produced substantial evidence why there was no need for

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Park and Ride East of Bath though that evidence was not fully considered by the Council and that Bath residents would not benefit from this development. Stuart Feasey asked the Cabinet to reject the report.

Caroline Kay (Bath Preservation Trust) gave a statement (available on the Minute Book at Democratic Services) expressing concerns on behalf of the Bath Preservation Trust against the Park and Ride proposals.

Sian James gave a statement (available on the Minute Book at Democratic Services) speaking against the Park and Ride proposals.

Steve Horner gave a statement (available on the Minute Book at Democratic Services) speaking against the Park and Ride proposals.

Judy Bailey gave a statement (available on the Minute Book at Democratic Services) speaking against the Park and Ride proposals.

Louise Hidalgo gave a statement by saying that the Cabinet has a duty of care to look after people. Louise Hidalgo also said that she had understood that there would be so many new houses and jobs created in Bath, but proposed Park and Ride would not make any improvements towards traffic and pollution in Bath. Louise Hidalgo concluded her statement by saying that the Council had already spent £1.1m before deciding the site for the proposed Park and Ride, that the report was misleading and that the Cabinet would break their own manifesto promises if the go ahead with the Park and Ride.

Selma Crespo Neild sang a song in a protest to the proposed Park and Ride East of Bath.

Tom Boden (National Trust) gave a statement (*available on the Minute Book at Democratic Services*) expressing concerns on behalf of the National Trust against the Park and Ride proposals.

Moira Brennan (Bathampton Parish Council Chairman) gave a statement by saying that she had spoken to the Chief Executive of the RUH Bath about the Park and Ride proposals, and the RUH had not been consulted formally by the Council on these proposals. Moira Brennan said that the RUH had had an informal session with the relevant Cabinet Member and an officer on the Park and Ride issue. Moira Brennan also said that hardly any members of the RUH staff who live in Wiltshire would use Park and Ride. Moira Brennan concluded her statement by asking the Cabinet to reject the Park and Ride plans.

George Riley (Chair Batheaston Parish Council) gave a statement (available on the Minute Book at Democratic Services) speaking against the Park and Ride proposals.

Susanne Hagen gave a statement by saying that the Park and Ride scheme would generate a significant cost to the Council. Susanne Hagen said that the technology would be moving forward and the transport would become greener. Susanne Hagen also said that in cities such as Copenhagen people are cycling to work rather than use buses, whilst other European cities had invested in trams or similar means of transport. Susanne Hagen asked the Cabinet to reject proposals.

Ron Temperton (on behalf of Ian Perkins - Chair of The Abbey Residents Association Bath) gave a statement by saying that three major residents associations

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in Bath strongly support the proposals to build Park and Ride East of Bath. The new Park and Ride should be East of Bath and would contribute to reduction of pollution which would not only benefit to the residents living in Bath but also to the architecture of Bath.

Patrick Rotherham (Federation of Bath Residents Association) gave a statement (available on the Minute Book at Democratic Services) by giving support to the Park and Ride proposals.

David Redgewell gave a statement (available on the Minute Book at Democratic Services) by giving support to the Park and Ride proposals.

lan Bell – (Executive Director, Bath Chamber of Commerce and the Initiative in B&NES) gave a statement (available on the Minute Book at Democratic Services) by giving support to the Park and Ride proposals.

Van DuBose gave a statement (available on the Minute Book at Democratic Services) by giving support to the Park and Ride proposals.

Councillor John Bull gave a statement as the Chair of the CTE PDS Panel. Councillor John Bull said that on of the Panel's recommendations, made at the Park and Ride Scrutiny Inquiry Day, was on boosting awareness on underuse of the Park and Ride in Lansdown. Councillor John Bull also said that Panels' other recommendations were that building Park and Ride on Bathampton Meadows would be an environmental vandalism and that the Panel had envisaged utilising one or two small sites along A4, as identified by the Local Development Framework group.

Councillor Robin Moss gave a statement by saying that the Cabinet had provided wrong answer to a wrong question. The traffic in Bath would not be resolved by building Park and Ride East of Bath, nor would the Park and Ride reduce the pollution.

Councillor Alison Millar gave a statement (available on the Minute Book at Democratic Services) speaking against the Park and Ride proposals.

Councillor Dine Romero gave a statement (available on the Minute Book at Democratic Services) speaking against the Park and Ride proposals.

Councillor Geoff Ward gave a statement (available on the Minute Book at Democratic Services) speaking against the Park and Ride proposals.

Councillor Lisa O'Brien gave a statement by welcoming the report and gave her support to the Park and Ride proposals. Councillor Lisa O'Brien also said that Park and Ride East of Bath would be accessible from different routes coming from Wiltshire and South Gloucestershire.

Councillor Neil Butters gave a statement (available on the Minute Book at Democratic Services) speaking against the Park and Ride proposals.

Councillor Colin Barrett gave a statement by taking the Cabinet through the history of traffic solutions in Bath. Councillor Colin Barrett supported the Park and Ride proposals by saying that new Park and Ride facility would receive objections from any site, yet the traffic would become worse.

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Councillor Cherry Beath gave a statement by saying that the Cabinet should listen to those speakers with evidence against the Park and Ride East of Bath.

Councillor Tim Warren postponed the meeting at 7pm for a 5 minute break.

Meeting reconvened at 7.10pm

Councillor Anthony Clarke introduced the report by thanking the large number of people who had contributed to this matter, in particular the Council's officers, external advisors, the Bath Transport Commission, the Local Development Framework Steering Group, the Communities, Transport and Environment Policy Development and Scrutiny Panel, everyone else who had been involved in the extensive consultation process (Highways England, Historic England, the Federation of Bath Residents' Associations, the Parish Councils and Bathampton Meadows Alliance) and all the individual submissions from residents and other interested people.

Councillor Anthony Clarke informed the Cabinet that he responded to issues which had been raised by solicitors acting for Bathampton Meadows Alliance. Councillor Anthony Clarke also said that a letter had been received from Historic England dated 24th January making representations regarding the World Heritage Site. Councillor Anthony Clarke responded that the Cabinet would not be dealing with an application for planning permission and all the proper statutory procedures for any such determination would be gone through.

Councillor Antony Clarke reminded the Cabinet that the need for an eastern Park & Ride had featured in numerous Council policies over many years – from the Bath Transport Package to the Placemaking Plan – and that Full Council had approved the need for an Eastern Park & Ride in its November meeting in 2015. At present, 73,000 people travel to Bath daily by car and this number is set to rise to 96,000 a day by 2029. Much of this rise would relate to the new Enterprise Zone, which would boost the local economy by £1.2bn by 2030. There were firm plans to build 7,000 new homes within the City and create 11,000 new jobs by 2035.

The Park and Ride had been supported by the Local Plan in 2007, the Bath City Riverside Enterprise Area (City Deal) in 2012, the Getting Around Bath Transport Strategy, and most recently Council's Placemaking Plan. The Cabinet would continue to support the Bath Transport Strategy, which had been introduced with all-party support in 2014. Existing Park and Rides carry 2 million passengers a year – that's 1 million people into the city and 1 million people out. Prior to their recent expansion they were frequently full to capacity – particularly at Newbridge and Lansdown.

Councillor Anthony Clarke took the Cabinet through response to the recommendations from the CTE PDS Panel and also through the findings from the Local Development Framework group.

Councillor Anthony Clarke concluded his statement by saying that the Cabinet had had the following options in the report:

The first, is to move forward with Site F at 800 or 1200 spaces

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- The second option is Site B at 800 spaces, subject to purchase of the land and Highways England approval to access to the site.
- If these two criteria are not met, then Site F could be held as the reserve site.

Councillor Anthony Clarke said that the second option should the one the Council should pursue, with the third point included as part of the resolution. Therefore, Site B should be promoted as the preferred site, subject to the conditions set out, with Site F held in reserve if these conditions cannot be met within a reasonable timeframe – something to be a matter of weeks, not months. Site B would greater scope for future benefits as this whole project was about planning for the future. Councillor Anthony Clarke believed that Site B could be well-screened, be less intrusive to nearby residents, and would allow greater future opportunities for river and rail linkages. Nonetheless, due to the importance of this project, it would important that Site F be held in reserve for the eventuality that the conditions on B can't be achieved.

Councillor Anthony Clarke moved the following recommendations from the report:

The Cabinet agree to:

- 1. Note that both sites F and B could deliver the required outcomes for a P&R site to the east of Bath.
- 2. Refuse that site F with 800 or 1,200 spaces should be promoted as the preferred site for a new Park and Ride east of Bath.
- 3. Authorise:-
 - A) that site B with 800 spaces should be promoted as the preferred site for a new Park and Ride east of Bath based on the advice in the report, but subject to satisfactory arrangements for the purchase of the site and agreement from Highways England on access.
 - B) If site B is not deliverable for the above reasons, within a reasonable timescale, then site F should be progressed.
- 4. Delegate authority to the Strategic Director (Place), in consultation with the Cabinet Member for Transport, to make all necessary arrangements to implement the above, including, as necessary, the appropriation of land under Section 122 of the Local Government Act 1972.
- 5. Approve all necessary expenditure to enable the site to be secured and requests the development of a full business plan for appropriate executive approval.
- 6. Fully approve an additional £500,000 to support delivery of the next steps.

Councillor Tim Warren seconded the motion.

Councillor Tim Warren repeated that there were plans to build 7,000 new homes within the City and create 11,000 new jobs by 2035. Also, there was expected the 3% annual growth in tourists and the desire to see an enhancement of our retail, cultural and entertainment sectors. Unless positive measures were taken now, with what was already very difficult congestion to the east of the city, Bath would, in the not too distant future, become totally gridlocked.

The existence of Park and Rides in the other three quadrants of the City and lack of Park and Ride in the Eastern quadrant had represented a serious gap in provision –

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particularly as the city and economy expands. It is for that reason that the Administration had remained committed to this project.

The Council had done extensive research, including traffic modelling and demand forecasting, and all these studies had reached the same conclusion – that an East of Bath Park and Ride would be well-used; it would be necessary to support the growth of the economy; and that traffic congestion and access to the city would be worse without East of Bath Park and Ride.

For those reasons this matter had had the support of local business organisations, transport lobby groups, and residents associations.

Councillors Paul Myers, Liz Richardson, Michael Evans and Patrick Anketell-Jones spoke in favour of the Park and Ride East of Bath.

Councillor Martin Veal spoke against the proposals by thanking everyone who spoke at the meeting. Councillor Martin Veal said that the Cabinet should listen to the residents who were concerned that the valley would be mutilated for ever. The Park and Ride East of Bath would contribute little to reducing the traffic and the pollution in the city. The Cabinet should consider all the evidence from people who spoke against the proposals before making their decision. Councillor Martin Veal concluded his statement by saying that he would vote against the recommendations.

A question arose as to the meaning of section 122* of the Local Government Act 1972, which was referred to in the recommendation in the officer report. There was concern that the word 'appropriation' referred to the Council acquiring land by way of a Compulsory Purchase Order ("CPO"). The Monitoring Officer explained that 'appropriation' in Section 122 referred to the purpose for which land is held by the Council. The Leader clarified that Cabinet was not considering CPO in relation to the proposed Park and Ride.

RESOLVED that the Cabinet agreed to:

- 1. Note that both sites F and B could deliver the required outcomes for a P&R site to the east of Bath.
- 2. Refuse that site F with 800 or 1,200 spaces should be promoted as the preferred site for a new Park and Ride east of Bath.
- 3. Authorise:
 - a. that site B with 800 spaces should be promoted as the preferred site for a new Park and Ride east of Bath based on the advice in the report, but subject to satisfactory arrangements for the purchase of the site and agreement from Highways England on access.
 - b. If site B is not deliverable for the above reasons, within a reasonable timescale, then site F should be progressed.
- 4. Delegate authority to the Strategic Director (Place), in consultation with the Cabinet Member for Transport, to make all necessary arrangements to implement the above, including, as necessary, the appropriation of land under Section 122 of the Local Government Act 1972.
- Approve all necessary expenditure to enable the site to be secured and requests the development of a full business plan for appropriate executive approval.
- 6. Fully approve an additional £500,000 to support delivery of the next steps.

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*Appropriation in the context of Section 122 of the Local Government Act 1972 simply means transferring the allocation of the land from one purpose to another. Local authorities usually allocate land for specific purposes under different statutory powers. If the local authority decides that it needs to transfer land from one purpose or function to another, then it may appropriate the land under s.122 LGA 1972. This was explained in paragraph 8.2 of the officer report which stated: "It should be noted that Site F was acquired to provide compensatory flood capacity for the Lambridge P&R proposal. Therefore, if Cabinet decides that Site F should be the location for the Park and Ride, the Council would need to appropriate the land for that purpose under Section 122 of the Local Government Act 1972."

Prepared by Democratic Services	
Date Confirmed and Signed	
Chair	
The meeting ended at 8.45 pm	

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BATH AND NORTH EAST SOMERSET

CABINET

Wednesday, 1st February, 2017

These minutes are draft until confirmed as a correct record at the next meeting.

Present:

Councillor Tim Warren Leader of the Council and Conservative Group Leader

Councillor Liz Richardson Cabinet Member for Homes and Planning

Councillor Patrick Anketell-Jones Cabinet Member for Economic Development,

Conservative Deputy Group Leader Bath

Councillor Charles Gerrish Cabinet Member for Finance and Efficiency, Conservative

Deputy Group Leader North East Somerset

Councillor Vic Pritchard Cabinet Member for Adult Social Care and Health

Councillor Anthony Clarke Cabinet Member for Transport

Councillor Martin Veal Cabinet Member for Community Services
Councillor Michael Evans Cabinet Member for Children's Services

Councillor Paul Myers Cabinet Member for Policy, Localism & Partnerships

67 WELCOME AND INTRODUCTIONS

The Chair welcomed everyone to the meeting.

68 EMERGENCY EVACUATION PROCEDURE

The Senior Democratic Services Officer drew attention to the evacuation procedure as set out in the Agenda.

69 APOLOGIES FOR ABSENCE

There were no apologies for absence.

70 DECLARATIONS OF INTEREST

Councillors Paul Myers and Michael Evans declared an Other interest in agenda item 'Budget and Council Tax 2017/18 and Financial Outlook 2017/18 to 2019/20' as they were members of the Midsomer Norton Town Council.

71 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIR

There was none.

72 QUESTIONS FROM PUBLIC AND COUNCILLORS

There were 24 questions from Councillors and 1 question from members of the public.

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[Copies of the questions and responses, including supplementary questions and responses if any, are available on the Council's website.]

73 STATEMENTS, DEPUTATIONS OR PETITIONS FROM PUBLIC OR COUNCILLORS

Kathleen Hovland presented a petition to the Cabinet asking the Council, and their contractors, to ensure the status of the swimming pool as a competitive, as well as a community pool by providing an ASA (Amateur Swimming Association) compliant 8 lane width pool with gallery extension. Kathleen Hovland also read out the statement in support of the petition (available on the Minute Book at Democratic Services).

Pat Mason read out the statement (available on the Minute Book at Democratic Services) where she expressed her concerns on the withdrawal of the subsidy for the 6/7 Bus Route.

Rosemary Naish (Chair of Clutton Parish Council) read out the statement (available on the Minute Book at Democratic Services) where she expressed her concerns about the safety of the access to the Maynard Terrace.

Councillor Karen Warrington (Clutton Ward Councillor) also expressed her concerns about the safety of the access to the Maynard Terrace and asked the Cabinet to work with developers on this matter.

David Redgewell read out the statement (available on the Minute Book at Democratic Services) where he expressed his concern over potential loss of bus services.

Sue Porter addressed the Cabinet on behalf of 31 residents from Lyncombe Vale Rd and Rosemount Lane in Widcombe. The residents expressed their concerns on the traffic in these roads, in particular to free parking which had created serious road safety issues. Sue Porter also said that residents had asked the Council in 2006 to register this as Residents Parking Zone (RPZ) but that no resolution had happened so far.

Nicholas Beach addressed the Cabinet with the continual problems that residents of Perrymead in Widcombe had suffered from the free parking, and asked the Cabinet to introduce RPZs in that area.

Councillor Ian Gilchrist (Widcombe Ward Councillor) addressed the Cabinet by supporting the residents who expressed their concerns on traffic and parking related issues in Widcombe Ward. Councillor Gilchrist said that residents had been waiting for 10 years for the Council to implement some measures in terms of the RPZs, and that had not happened yet. Councillor Gilchrist concluded his statement by asking the Cabinet to consider Widcombe residents requests for the RPZs when setting up the budget.

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Councillors Karen Walker and Sarah Bevan (Peasedown St John Ward Councillors) read out the statement (available on the Minute Book at Democratic Services) with the Peasedown St John residents' 'wish list' for the forthcoming Council budget.

Councillor Dine Romero read out a statement on behalf of Councillor Alison Millar. Councillor Alison Millar said that she had received many representations from the residents living East of Bath since the Cabinet made their decision on the Park and Ride East of Bath. Most of the people were amazed that the Cabinet went ahead with the decision which would 'blight' Meadows. Councillor Alison Millar also said in her statement that 13 opposition Councillors had signed the Call In on Cabinet's decision from 25th January. Councillor Dine Romero concluded the statement from Councillor Alison Millar by saying that some had said that there was poor evidence from the Council on the need for Park and Ride East of Bath.

Councillor Dine Romero asked an ad hoc question - what was the total cost of the Park and Ride project.

74 MINUTES OF PREVIOUS CABINET MEETING

RESOLVED that the minutes of the meeting held on Wednesday 14th November 2016 be confirmed as a correct record and signed by the Chair.

75 CONSIDERATION OF SINGLE MEMBER ITEMS REQUISITIONED TO CABINET

There were none.

76 MATTERS REFERRED BY POLICY DEVELOPMENT AND SCRUTINY BODIES

The Chair invited Councillor Sarah Bevan, as Resources PDS Chair, to address the Cabinet.

The Chair informed the meeting that the Cabinet had received a copy of draft minutes of the last Resources PDS meeting along with the summary of findings from other PDS Panels.

Councillor Sarah Bevan read out the following statement to the Cabinet:

'At Resources PDS panel on Monday 30th January we discussed the proposed budget after receiving an overview from Tim Richens and Andrew Pate.

No decisions or resolutions were passed, but members did raise some queries and views, as Cllr Gerrish will recall.

As you will all be aware, in the case of critical views raised by members, the PDS panel, whilst listening to and addressing those views with officers, awaits any party political points from the relevant political groups to be raised by their own groups, with Cabinet and at Full Council.

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So I'm presenting the following comments as the view of the panel as a whole:

The panel were interested in how the new business rates retention scheme might work. They noted the benefits from being in the pilot for the next two years but wondered if those benefits would continue beyond that. The panel understood that as the method of funding local government - with full business rates retention - has not yet been agreed meaning it's difficult to say. So this adds to the risks towards the end of the three year plan.

Business rates appeals is another risk that was noted. This is now a local risk not a government risk.

The fact that this Council does not get recompensed for the costs of the city hosting an increasing number of students has been highlighted by the panel before - and is an issue for future funding systems. It was noted that this has recently been fed back to government for consideration by the leader of the Council as well as in response to routine consultations.

Although the panel had a number of questions no changes were proposed. As in previous years there were requests for more information including about libraries. It was noted that each PDS panel may want to use the budget as a reference when developing their own workplans.

On libraries it was noted that consultation is taking place starting with Bath for which materials have been posted on the web site, or will be, later today I'm told.

The panel also looked at the notes from the Community Area Forums and the other PDS panels. It supported the idea of the Forums receiving the notes which summarise the answers to the questions they raised and receiving further feedback. Better attendance at their future meetings with wider public engagement was also encouraged.

An equalities analysis was noted and the importance of this understood. The analysis highlighted a number of areas for concern but the work to minimise impacts was well received. On social care it was also noted that there wasn't a cut in funding but that the 2% proposed precept would not come close to covering the demand pressures arising from the changes in the local population.

The minutes of the panel have been published if you would like further information.

Finally I'd like to thank the Cabinet member Charles Gerrish for regularly attending the panel and answering our questions and also the officers for the work they have done.'

77 SINGLE MEMBER CABINET DECISIONS TAKEN SINCE PREVIOUS CABINET MEETING

The Cabinet agreed to note the report.

78 REVENUE & CAPITAL BUDGET MONITORING, CASH LIMITS AND VIREMENTS - APRIL TO DECEMBER 2016

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Councillor Charles Gerrish introduced the report by saying that this report had presented the financial monitoring information for the Authority as a whole for the financial year 2016/17 to the end of December 2016. The report outlined the Council's current financial position for the 2016/17 financial year to the end of December 2016 by Cabinet Portfolio. It also shown that the current forecast outturn position was an overspend of £1,039,000 or 0.37% of the gross expenditure budget (excluding Schools). Strategic Directors would need to work towards managing within budget in the current year for their respective service areas, using action plans to achieve this, including not committing any unnecessary expenditure and stringent budgetary control.

The forecast outturn position included the requirement for the delivery of £12.644m savings as part of the approved budget for 2016/17, a significant element of which had been confirmed as delivered.

Councillor Charles Gerrish moved the recommendations.

Councillor Michael Evans seconded the motion by highlighting pressures within his Cabinet portfolio (Children Services) with forecast of £1,488,000 overspend, which was due to a number of pressures.

RESOLVED (unanimously) that the Cabinet agreed:

- 1. Strategic Directors need to work towards managing within budget in the current year for their respective service areas, using action plans to achieve this, including not committing any unnecessary expenditure and stringent budgetary control.
- 2. This year's revenue budget position as shown in Appendix 2 is noted.
- 3. The capital expenditure position for the Council in the financial year to the end of September and the year-end projections detailed in Appendix 3 are noted.
- 4. The revenue virements listed for approval in Appendix 4(i) are agreed, and those listed for information are noted.
- 5. The changes in the capital programme listed in Appendix 5(i) are noted.

79 BUDGET AND COUNCIL TAX 2017/18 AND FINANCIAL OUTLOOK 2017/18 TO 2019/20

Vishaka Robinson gave a statement (available on the Minute Book at Democratic Services) speaking against central library move proposals.

Daniel Carey gave a statement (available on the Minute Book at Democratic Services) expressing his concern on the consultation for the central libraruy move proposals.

Mary English gave a statement (available on the Minute Book at Democratic Services) speaking against central library move proposals.

Dionne Pemberton gave a statement (available on the Minute Book at Democratic Services) speaking against central library move proposals.

Paul Stansall addressed the Cabinet by saying that Lewis House, as proposed new venue for the library, was not the right use class in planning terms for that purpose.

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Paul Stansall also expressed his concerns in terms of the health and safety of the Lewis House, in particular that escape stairs contravene building regulations.

Luke John Emmett addressed the Cabinet by saying that cultural organisations (i.e. Bath University) would be affected with any arts cuts, which would be detrimental to the area. The cuts in arts would also create negative impact on the economy. Luke John Emmett also said that £1 invested in arts returns between £2 - £7 of income.

Jacob Bishop-Ponte addressed the Cabinet by expressing his concerns on cuts in youth services. Jacob Bishop-Ponte believed that youth services would disappear in near future because of those cuts and that responsibility put on Town Councils was not reasonable. Jacob Bishop-Ponte concluded his statement by saying that the budget had let down young people.

Councillor Andrew Furse asked how £5.9m of spent on libraries would create £800k of savings. Councillor Andrew Furse also said that the budget cuts would have an impact on young and vulnerable people, that cuts to arts would be significant and that there would be a shift in frontline services.

Councillor Eleanor Jackson gave a statement (available on the Minute Book at Democratic Services) speaking against the budget cuts.

Councillor Joe Rayment said that to him it looked like that the Cabinet had not had meaningful consultation with the public about the budget, and that the budget had been set at the last minute.

Councillor Dine Romero expressed her concerns that the budget would create long term adverse impact on youth service, and that it would affect young and most vulnerable residents. Councillor Dine Romero also said that would have to pay more for services from the Council and that there would be expensive consequences to these cuts.

Councillor Paul May said that the administration care about services for residents. The whole budget process had been quite stressful due to the level of cuts in funding from the central government. Councillor Paul May thanked everyone involved in the process.

Councillor Charles Gerrish said that answers to comments from Councillor Furse were included in the Q&A sheet for this meeting. Councillor Charles Gerrish also said, in response to comments from Councillor Dine Romero, the Council would continue to provide other than digital access to Council services, although the Council would need to recognise that there was a pressure from the central government for digitalisation.

Councillor Charles Gerrish thanked Councillor Paul May and all officers involved for their support in setting up the budget. Councillor Charles Gerrish also thanked everyone who made their comments on the budget.

Councillor Charles Gerrish introduced the report by saying that this was one of the most challenging budgets ever. Councillor Charles Gerrish welcomed these detailed plans to invest in the area, as part of a balanced budget that would continue to protect essential frontline services and focus on the priorities that matter the most to local people. The Cabinet had taken due regard for equality in its decisions by

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carrying out equality analysis, as per Equality Impact Assessment. An Equality Analysis on budget proposals had been included in Appendix 6.

The Cabinet set out the following:

- Its medium term financial planning assumptions which set the basis for the draft budget proposal for 2017/18.
- Its draft budget proposal for 2017/18.

The report provided the detail of the second year of the Directorate Plans and recommended revenue and capital budgets for 2017/18, together with capital commitments for future years, and a level of Council Tax for 2017/18.

The budget proposal had been built on the prudent financial management of the Council and had been designed to maintain front line services as far as possible whilst recognising the significant financial challenge facing the public sector. The budget also focussed on delivering important manifesto commitments, growing income and further increasing the efficiency of Council services.

The budget proposals included:

- A net £2.0m or 1.7% decrease in the non-schools budget to £112.796m
- An increase in the DSG estimated at £5.3m with total funding of £128.8m (including academies). The majority of the additional funding relates to the additional resources provided to accommodate increased pupil numbers in our schools, and the changes announced in relation to additional resources for early years to enhance the provision for 2, 3 and 4 year olds. Taking account of this, the overall total represents a cash freeze per pupil compared to the previous year.
- An increase in the Council's level of Council Tax, comprising a 2% Adult Social care precept and a 1.50% general increase in order to help protect frontline services. This excludes Police, Fire and Parish precepts.

Whilst significant savings and additional income generation proposals totalling £14.7m were included in our proposed budget, it was also recommended that Council Tax is increased by 1.5% in 2017/2018 in order to avoid cuts to frontline services. The proposed band D Council Tax for Bath & North East Somerset Council next year is £1,284.33 (£1,240.90 in 2016/2017), an increase of £3.62 per month for a Band D property.

The proposed net revenue budget for Bath & North East Somerset Council next year, 2017/2018, was therefore £112.796m, a net cash decrease of £1.983m on the previous year. This included the impact of significant reductions in government funding amounting to 15.8% (£5.7m) for 2017/2018.

Councillor Charles Gerrish moved the recommendations as printed in the report with the following addition:

- To reduce by £30k the saving from the review of the Dog Warden Service (page 137) in 2017/18.
- To reduce by £50k the savings from the Parks service (page 136), in 2017/18.
- To provide £50k of additional funding to the Catering Service Budget to meet the increasing inflationary costs of food faced by Catering Service.

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Councillor Tim Warren seconded the motion. Councillor Tim Warren also thanked everyone who were involved in the budget and everyone who spoke at the meeting today. Despite to unprecedented cuts in funding from the central government, the Cabinet had identified specific investment priorities, as part of the commitment to delivering three core aims, to ensure the Council:

- Is efficient and well run;
- Invests in the future of the area; and
- Puts the interests of residents first

Councillor Tim Warren also said that this budget would help in continuing delivery of key priorities including improving transport, creating homes and jobs, supporting young and older people alike, and investing in cleaner, greener and healthier communities.

The rest of the Cabinet unanimously welcomed the budget by highlighting key aims and priorities within their portfolio, as per report.

RESOLVED (unanimously) that the Cabinet agreed to recommend:

- 1. That the Council approve:
 - a) The General Fund net revenue budget for 2017/18 of £112.796m and the associated Council Tax increase of 1.50% plus a further 2% precept for Adult Social Care, as set out in Appendix 2.
 - b) That no Special Expenses be charged other than Town and Parish Council precepts for 2017/18.
 - c) The adequacy of reserves at Appendix 2 Table 10 with a risk-assessed level of £13.5m.
 - d) The individual service cash limits for 2017/18 summarised at Appendix 2 Table 6 and detailed in Annex 1.
 - e) That the specific arrangements for the governance and release of reserves, including invest to save proposals, be delegated to the Council's Section 151 Officer in consultation with the Cabinet Member for Finance & Efficiency and the Chief Executive.
- 2. That the Council include in its Council Tax setting, the precepts set and approved by other bodies including the local precepts of Town Councils, Parish Councils and the Charter Trustees of the City of Bath, and those of the Fire and Police Authorities.
- 3. That the Council notes the Section 151 officer's report on the robustness of the proposed budget and the adequacy of the Council's reserves (Appendix 2, Annex 2) and approves the conditions upon which the recommendations are made as set out throughout Appendix 2.
- 4. That in relation to the capital budget the Council:
 - a) approves a capital programme of £56.083m for 2017/18 and notes items for provisional approval in 2017/18 and the programme for 2018/19 to

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2021/22 (including invest to earn) as shown at Appendix 2, Annex 3 including the planned sources of funding .

- b) delegates implementation, subject to consultation where appropriate, of the capital programmes set out in Annex 3i to Annex 3iii to the relevant Strategic Director in Consultation with the appropriate Cabinet Member.
- c) Approves the CIL allocations as set out in Appendix 2 and the proposed arrangements for agreeing the use of CIL for the unparished area of Bath.
- d) approves all other delegations as set out in the budget report.
- e) approves the revised Minimum Revenue Provision Policy as shown at Appendix 2, Annex 4 with the changes to become effective immediately.
- f) approves the Capital Prudential Indicators as set out in Appendix 2 Table 8.
- 5. That the Council agree the Council's proposed pay policy statement as set out in Appendix 5.
- 6. Authorise the Council's Section 151 Officer, in consultation with the Cabinet Member for Finance & Efficiency, to make any necessary changes and presentational improvements to the draft budget proposal for submission to Council.
- 7. To reduce by £30k the saving from the review of the Dog Warden Service (page 137) in 2017/18.
- 8. To reduce by £50k the savings from the Parks service (page 136), in 2017/18.
- 9. To provide £50k of additional funding to the Catering Service Budget to meet the increasing inflationary costs of food faced by Catering Service.

80 TREASURY MANAGEMENT MONITORING REPORT TO 31ST DECEMBER 2016

Councillor Charles Gerrish introduced the report by saying that this report had given details of performance against the Council's Treasury Management Strategy and Annual Investment Plan 2016/17 for the first nine months of 2016/17. Councillor Charles Gerrish moved the recommendations.

Councillor Tim Warren seconded the motion.

RESOLVED (unanimously) that the Cabinet agreed:

- 1. The Treasury Management Report to 31st December 2016, prepared in accordance with the CIPFA Treasury Code of Practice, is noted
- 2. The Treasury Management Indicators to 31th December 2016 are noted.

81 TREASURY MANAGEMENT & INVESTMENT STRATEGY 2017/18

Councillor Andrew Furse commented that this was an improvement from previous years.

Councillor Charles introduced the report by saying that this report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the CLG Guidance. The suggested strategy for 2017/18 was based on the Treasury Officers' views on interest rates, supplemented with leading market forecasts provided by the Council's treasury advisor.

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Councillor Charles Gerrish moved the recommendations.

Councillor Tim Warren seconded the motion.

RESOLVED (unanimously) that the Cabinet agreed to:

- 1. Recommend the actions proposed within the Treasury Management Strategy Statement (Appendix 1).
- 2. Recommend the Investment Strategy as detailed in Appendix 2.
- 3. Recommend to February Council for approval that decisions to borrow from the Local Government Association (LGA) Bond Agency, as detailed in Appendix 1, are delegated to the Chief Finance Officer in consultation with the Cabinet Member for Finance & Efficiency.
- 4. Note the Treasury Management Indicators detailed in Appendix 1 and delegate authority for updating the indicators prior to approval at Full Council on 14th February 2017 to the Chief Finance Officer and Cabinet Member for Finance & Efficiency, in light of any changes to the recommended budget as set out in the Budget Report elsewhere on the agenda for this meeting.

Prepared by Democratic Services	
Date Confirmed and Signed	
Chair	
The meeting ended at 6.40 pm	

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Bath & North East Somerset Council

Cabinet Single-Member Decisions and Responses to Recommendations from PDS Panels

published 23-Jan-17 to 3-Apr-2017

Further details of each decision can be seen on the Council's Single-member Decision Register at http://democracy.bathnes.gov.uk/mgDelegatedDecisions.aspx?&dm=3

Drug and Alcohol Recovery House

To approve and transfer the grant to DHI following their successful bid to Public Health England for £750,000 of national capital funding for the purchase of the drug and alcohol recovery house they currently lease from Knightstone Housing.

Decision Maker: Cabinet Member - Adult Social Care and Health

Decision published: 03/04/2017 Effective from: 11/04/2017

Decision:

The Cabinet Member agrees that the proposal in the Report be approved and

implemented.

Lead officer: Carol Stanaway

Voluntary sector funding applications for community transport for 2017-18

To consider applications from the voluntary sector to provide community transport in 2017-18.

Decision Maker: Cabinet Member - Transport

Decision published: 30/03/2017 Effective from: 07/04/2017

Decision:

The Cabinet Member agrees that, under authority delegated by the West of England Combined Authority (WECA), the funding proposals in the Report be approved and implemented.

Lead officer: Andy Strong

Fees and Charges 2017/18 - Public Protection and Health Improvement and Neighbourhood Environmental Services

Approval for statutory and non-statutory fees and charges - Public Protection and Health Improvement and Neighbourhood Environmental Services.

Decision Maker: Cabinet Member - Community Services

Decision published: 29/03/2017 Effective from: 06/04/2017

Decision:

The Cabinet Member agrees that:

- 1) Approval of the new fees and charges for relevant services as proposed in report and to formally adopt those fees and charges introduced by the pilot scheme implemented by the Single Member Decision E2906, as from April 2017.
- 2) Delegated authority be given to the Group Managers' Neighbourhood Environmental Services and Public Protection and Health Improvement to agree fees and charges (where in accordance with the financial plan) which vary from the standard inflation clause if the cost base changes or new services are introduced, and that this can be done at 6 month intervals if external factors influence the cost base significantly throughout the financial year.

Lead officer: Sue Green, Carol Maclellan

Acquisition of an income generating property investment to incorporate within the Commercial Estate

This acquisition will contribute towards achieving the revenue income targets set out within the strategic review.

Decision Maker: Cabinet Member - Finance and Efficiency

Decision published: 27/03/2017 Effective from: 04/04/2017

Decision:

The Cabinet Member approves:

- 1) The acquisition of an investment property.
- 2) Capital expenditure on the acquisition of the property and any necessary adjustments to the 2017/2018 capital budget to reflect this approval.

Lead officer: Richard Long

Revisions to operating policies for the Council's Household Waste Recycling Centres

The operating policies are being reviewed to make financial savings, to ensure the sites meet their operating objectives and that the illegal use of sites to dispose of commercial waste free of charge is reduced.

Decision Maker: Cabinet Member - Community Services

Decision published: 24/03/2017 Effective from: 01/04/2017

Decision:

The Cabinet Member for Communities is asked to approve the following to be implemented from Monday 24th April 2017:

- a) The residents permit scheme will change from electronic pre-registration to providing proof of residency at the recycling centres.
- b) Vans (non-hired), trailers and other vehicles will be required to apply for an electronic permit and will not be able to use the recycling centres on a Friday, Sunday or Monday.
- C) The types of vehicles that can access the recycling centres and those that require a permit are as detailed in the report.
- d) The volume of DIY waste that will be permitted to be disposed of as household waste is set at a maximum of 6 black sacks per week.
- e) Legal enforcement powers are used to ensure the sites are used only for the legitimate disposal of Bath & North East Somerset residents' household waste. Lead officer: Carol Maclellan

Waste Infrastructure - Approval of capital expenditure

Approval is needed to release provisional funding to progress with the Council's waste infrastructure project.

Decision Maker: Cabinet Member - Finance and Efficiency

Decision published: 22/03/2017 Effective from: 30/03/2017

Decision:

The Cabinet Members agree that £316k is fully approved from the 2017/18 provisional capital budget for the relocation of the waste and transfer station operations from the Midland Road site, specifically the relocation of the Outer Bath Street cleansing operations.

Lead officer: Carol Maclellan

Passenger Transport Vehicle Replacement

This report outlines the requirement to replace the existing Passenger Transport fleet vehicles. Passenger Transport runs vehicles to support Home to School, SEND transport and Social Services transport requirements, operating Bath dial-a-ride.

Decision Maker: Cabinet Member - Transport

Decision published: 21/03/2017 Effective from: 29/03/2017

Decision:

The Cabinet Member for Transport approved the commencement of the procurement of replacement vehicles by:

- (1) granting full approval of £180k capital budget expenditure in financial year 2016/17 to replace 2 vehicles as specified below and;
- (2) granting full approval of £360k capital budget expenditure in financial year 2017/18 to replace a further 4 vehicles as specified below.

(3) Agree that future year requests will return for further approval as exact vehicle specifications are decided in light of service changes under the Strategic Review. Lead officer: Chris Major

Neighbourhood Environmental Services - Approval of capital expenditure for 17/18

Approval is needed to release provisional capital funding within Neighbourhood Environmental Services to progress with agreed capital works, projects and plant & equipment replacements.

Decision Maker: Cabinet Member - Finance and Efficiency

Decision published: 13/03/2017 Effective from: 21/03/2017 Lead officer: Carol Maclellan

Capital Improvements Works in Parks - Approval to spend financial contributions obtained under section 106 Agreements

Member Decision approval sought to deliver a capital programme of improvements to facilities in parks and open spaces in 2017-19 to help deliver the requirements of the Green Spaces Strategy and to meet the needs of a growing community of users

Decision Maker: Cabinet Member - Finance and Efficiency

Decision published: 08/03/2017 Effective from: 16/03/2017

Decision:

Cabinet Members gave an approval for the capital expenditure of £289k on improvement projects located at various B&NES' green spaces, in order for the Council to discharge its responsibilities associated with s.106 agreements in 17/18.

Lead officer: Paul Pearce

Replacement of Parks Outdoor Play Equipment 2017/18

Single Member approval is required to deliver year 2 of a 3 year programme of endof-life equipment replacement at B&NES play areas across the district.

Decision Maker: Cabinet Member - Finance and Efficiency

Decision published: 08/03/2017 Effective from: 16/03/2017

Decision:

Cabinet Members gave an approval to release capital expenditure of £278k on essential improvements to outdoor play areas owned and managed by B&NES across the District.

Lead officer: Paul Pearce

Highway Maintenance & Improvement Works Contract Extension to 31st March 2019

Agreement to the contract extension of our Highway Maintenance and Improvement Works Contract with Skanska from the 1st April 2018 to the 31st March 2019 and the issuing a Voluntary Ex Ante Transparency Notice ("VEAT") in the OJEU.

Decision Maker: Cabinet Member - Transport

Decision published: 28/02/2017 Effective from: 08/03/2017

Decision:

The Cabinet Member agrees:

- 1. The Contract Extension from the 1st April 2018 to the 31st March 2019.
- 2. The issuing of a Voluntary Ex Ante Transparency Notice ("VEAT") in the Official Journal of the European Union.

Lead officer: Craig Jackson

Castle Primary Phase 4 (Final Phase) to Expand to a 420 (2FE) Place School

Housing development and population growth in Keynsham have required Castle Primary to expand from a 210 1FE to 420 2FE primary. Phase 4 of the project is to complete additional permanent accommodation and facilities for a 420 place primary school.

Decision Maker: Cabinet Member - Children's Services

Decision published: 23/02/2017 Effective from: 03/03/2017

Decision:

The Cabinet Member agrees to approve a capital budget of £2.626m. Section 106 contributions totalling £1.261m received by the Council and a carry forward of £70k from the previous phase 3 project budget is available, leaving a balance of £1.295m to be allocated from Basic Need funding.

St Saviour's Junior School - Bulge Class Accommodation

Remodelling works to accommodate a bulge class transferring through from St Saviours Infant School.

Decision Maker: Cabinet Member - Children's Services

Decision published: 23/02/2017 Effective from: 03/03/2017

Decision:

The Cabinet Member agrees to approve a capital budget of £165,000. A Section 106 contribution totalling £18,000 has been received by the Council, leaving a

balance of £147,000 to be allocated from Basic Need funding to provide bulge class accommodation and facilities.

Community Resource Centre (CRC) Capital Investment

This report is to gain approval for the utilisation of capital funding to convert the

CRC's to registered nursing and specialist dementia care homes.

Decision Maker: Cabinet Member - Finance and Efficiency

Decision published: 22/02/2017 Effective from: 02/03/2017

Decision:

The Cabinet Members approve the request to allocate £700k of the Social Care Capital Grant funding to upgrade the CRCs and enable them to move to a new service model offering nursing beds, specialist dementia beds and high dependency residential care beds which are tailored to more complex needs.

Lead officer: Caroline Holmes

Road Safety Initiative - Installation and Re-commission Speed Enforcement Cameras

Due to vehicles speeding in excess of the 30mph limit speed enforcement cameras will be installed / recommissioned at Temple Cloud, Writhlington, Farmborough and Pensford.

Decision Maker: Cabinet Member - Transport

Decision published: 08/02/2017 Effective from: 16/02/2017

Decision:

The Cabinet Member agrees that the £120,000 provisional budget in the 2016/17 capital programme be fully approved to implement Road Safety Initiatives, at Pensford, Farmborough, Writhlington and Temple Cloud.

Lead officer: Gary Peacock

Pay and Display Machine Upgrade

Upgrade the Council's parking Pay and Display machines to accept the new £1 and £2 coins being released by the Royal Mint.

Decision Maker: Cabinet Member - Transport

Decision published: 03/02/2017 Effective from: 11/02/2017

Decision:

The Cabinet Member agrees to the commencement of the procurement project to update the Pay and Display machines by granting full approval of the £67k capital budget in financial year 2016/17.

Lead officer: Andrew Dunn

ANPR Camera replacement programme

Replace the existing and aging ANPR camera network with modern and up to date technology to maintain the high quality enforcement within the core historic centre of Bath and outside on the priority arterial routes.

Decision Maker: Cabinet Member - Transport

Decision published: 03/02/2017 Effective from: 11/02/2017

Decision:

The Cabinet Member agrees to the commencement of the procurement of replacement cameras by granting full approval of the £300k capital budget.

Lead officer: Andrew Dunn

Fixed Penalty Notices for fly tipping - Approval to set the fixed penalty at £400

The Council now has the power to issue a Fixed Penalty Notice to persons believed to have been fly tipping. This report seeks approval for the Council to set the fixed penalty at the maximum £400 level within Bath & North East Somerset.

Decision Maker: Cabinet Member - Community Services

Decision published: 02/02/2017 Effective from: 10/02/2017

Decision:

The Cabinet Member agree to set the Penalty Charge for Unauthorised Deposit of Waste (Fixed Penalty Notices) at £400 (four hundred pounds) with no discount for early payment, to reflect the seriousness with which the Council views this offence and the costs incurred in issuing the FPN and clearing the fly-tip.

Lead officer: Carol Maclellan

Approval of Capital Funding for Waste Vehicle, Plant & Equipment Requirements 2017/18

This report is to gain approval for the purchase of waste vehicles for the recycling and refuse services, both of which will have come to the end of their functional life.

Decision Maker: Cabinet Member - Finance and Efficiency

Decision published: 02/02/2017 Effective from: 10/02/2017

Decision:

The Cabinet Members agree that the capital budget up to a maximum of £6.835M be spent on waste vehicles, plant & equipment requirements.

Lead officer: Carol Maclellan

Bath & North East Somerset Council			
MEETING/ DECISION MAKER:	Cabinet		
MEETING/ DECISION DATE:	12 April 2017	E 2943	
TITLE: Determination of Statutory Notices to Enlarge Three Primary Schools in Bath, Radstock and Whitchurch			
WARD: Abbey, Bathavon North, Bathwick, Lambridge, Publow & Whitchurch, Radstock, Walcot, Westfield			
AN OPEN PUBLIC ITEM			
List of attachments to this report: Appendix 1 Summary of Representation Responses Report			

THE ISSUE

1.1 Following the publication of the statutory notices proposing the enlargement of Bathwick St. Mary C of E Primary School, St. Nicholas' C of E Primary School and Whitchurch Primary School to create additional pupil places, Cabinet to consider the responses submitted during the representation period and to determine the statutory notices for these enlargements.

RECOMMENDATION

The Cabinet is asked to:

- 2.1 Reject the proposed enlargement of Bathwick St. Mary C of E Primary School at this time to allow further discussion around school site issues to take place with the Governing Body.
- 2.2 Approve the enlargement of St. Nicholas' C of E Primary School from 270 to 420 places.
- 2.3 Approve the enlargement of Whitchurch Primary School from 206 to 315 places.

RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

3.1 The capital budgets for the building work required were provisionally agreed by Council on 14 February 2017 as part of the 2017/18 capital programme. The capital cost of the building work at Bathwick St Mary C of E Primary is estimated to be approximately £3m and at Whitchurch Primary £1.3m. Both will be partly

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funded from Section 106 Developer Contributions (S106) and partly from the Department for Education (DfE) Education Capital Grant. The capital cost of the building work at St. Nicholas' C of E Primary is estimated to be approximately £2.5m and will be partly funded from Community Infrastructure Levy (CIL) contributions and partly from the Education Capital Grant.

3.2 Revenue funding will be provided by the government through the Direct Schools Grant on a per pupil basis. The increased pupils will create additional funding for schools direct costs and also provide additional resources for support functions that support all schools.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 Equalities. An Equality Impact Assessment has been completed. No adverse or other significant issues were found.
- 4.2 The Council has a statutory duty to ensure that there are sufficient school places available in their area to meet demand.

5 THE REPORT

- 5.1 The Local Authority is under a statutory duty to ensure that there are sufficient school places in their area. These places should where possible be provided in popular and successful schools serving the area of need in order to increase parental choice, contribute to raising educational standards and attainment and to facilitate sustainable methods of travel to school.
- 5.2 Bathwick St. Mary C of E Primary School
- Pupil numbers in Bath as a whole are projected to increase in the future, mostly
 due to population growth generated by new housing development. As a result
 more primary school places are projected to be required, particularly in this area
 of the city in order to meet projected future demand generated by new housing
 development located immediately adjacent to Bathwick St. Mary C of E Primary
 School and towards the centre of the city.
- The proposal is for the school to expand from its current size of 210 places with a Planned Admission Number (PAN) of 30 to a school with a PAN of 60 offering a total of 420 places. The first of these additional places are projected to be required in September 2019.
- Financial contributions to expand existing primary school provision in this area of Bath are being secured from local housing developments via Section 106 agreements and this together with Education Capital Grant will be used to add permanent build accommodation to the school to enable this expansion to take place. An additional area of land has also been secured via S106 which will be added to the school to enlarge the site.
- Bathwick St. Mary C of E Primary School has an OFSTED rating of Outstanding. For Reception admissions in September 2016 there were a total of 101 on time 1st, 2nd and 3rd preferences for 30 places. The school is a Voluntary Aided school and amended its admissions criteria in September 2014 in order to facilitate access to the school for local children.

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5.3 St. Nicholas' C of E Primary School

- Pupil numbers in Radstock are projected to continue to be high into the future due to population growth generated by new housing development. As a result, more primary school places are projected to be required in order to meet this projected future demand, particularly that generated by new housing development located immediately adjacent to St. Nicholas' C of E Primary School.
- The proposal is for the school to expand from its current size of 270 places with a PAN of 40 to a school with a PAN of 60 offering a total of 420 places. The first of these additional places are projected to be required in September 2019.
- A financial contribution to expand existing primary school provision in Radstock is available via CIL and this together with Education Capital Grant will be used to add permanent build accommodation to the school to enable this expansion to take place.
- St. Nicholas' C of E Primary School has an OFSTED rating of Good. For Reception admissions in September 2016 there were a total of 60 on time 1st, 2nd and 3rd preferences for 40 places. As the school is a Voluntary Controlled school it applies universal admissions criteria, facilitating access to the school for local children.

5.4 Whitchurch Primary School

- Pupil numbers in Whitchurch are projected to increase in the future due to population growth generated by new housing development. As a result more primary school places are projected to be required in order to meet projected future demand generated by new housing development located in Whitchurch in Bath and North East Somerset.
- The proposal is for the school to expand from its current size of 206 places with a PAN of 30 to a school with a PAN of 45 offering a total of 315 places. The first of these additional places are projected to be required in September 2019.
- Financial contributions to expand existing primary school provision in Whitchurch are being secured from local housing developments via Section 106 agreements and this together with Education Capital Grant will be used to add permanent build accommodation to the school to enable this expansion to take place. Also an additional area of land is being secured via S106 which will be added to the school to enlarge the site.
- Whitchurch Primary School has an overall OFSTED rating of Requires Improvement. In the latest OFSTED report published on 27 February 2017, leadership and management, early years provision and personal development, behaviour and welfare were all judged as Good and outcomes for pupils and the quality of teaching were both judged to be improving rapidly across the school. The school continues to be popular with parents and for Reception admissions in September 2016 there were a total of 80 on time 1st, 2nd and 3rd preferences for 30 places. As the school is a Community school, it applies universal admissions criteria, facilitating access to the school for local children.

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- 5.5 Appendix 1 contains a detailed summary of the representation responses received for each of the proposals during the statutory notice period. Full copies of the representation responses received minus any personal or identifying details were made available to the Cabinet.
- 5.6 Representations in the form of support for the proposals, objections and comments were received. Most of the concerns and objections received were around planning issues concerning the school sites and accommodation and traffic management and parking. Also with the size of the schools, the impact on learning and care and operational issues associated with the enlargements.
- 5.7 For Bathwick St Mary C of E Primary, concerns and objections centred on traffic congestion issues, the outside play and learning space, access to playing fields, the size of the school and site for a 210 place expansion, the school accommodation being on two areas of land linked by a walk way, the movement of pupils and access between the two areas, lack of consultation and information, staff car parking, the school hall, pressure on school accommodation, the ethos of the school and impact on education and on pupils with Special Education Needs and Disabilities, impact on staff working, space for safe emergency evacuation, ability to mix Key Stage 1 and Key Stage 2
- 5.8 For St. Nicholas' C of E Primary, concerns and objections centred on parking and traffic congestion issues, the size of the school, pressure on school accommodation and outside space, the flood plain, impact on learning and care, noise pollution.
- 5.9 For Whitchurch Primary, concerns and objections centred on parking and traffic congestion issues, the quality and safety of walking routes, the size of the school, the outside play space, lunchtime arrangements, building work causing disruption and the impact on learning, school standards issues, class size and organisation with a PAN of 45.
- 5.10 School sites and accommodation concerns: Plans for the additional accommodation and facilities required as a result of the enlargement proposals would be developed in conjunction with the Governing Bodies of each of the schools and would be taken forward as eventual submitted planning applications. Plans would include additional classrooms and associated infrastructure and outside space, making reference to Building Bulletin 103, which outlines DfE area guidelines for mainstream school accommodation.
- 5.11 Traffic management and parking concerns: A planning application for each of the enlargement proposals would be submitted as part of the public planning application process, which allows for comments to be submitted and to be considered when determining the planning application. The applications would outline the likely impact of traffic and possible traffic management solutions. This may include assisting the schools in developing their travel plans which would explore opportunities to support parents in choosing alternative home to school travel options to enable a greater number of pupils to walk or cycle to school and ways of reducing the impact of journeys made by car.
- 5.12 School size concerns: The size of a school in itself does not automatically have a direct bearing on the quality of education and care available to children at that school. Good leadership, management and teaching can be found in both large and small schools and are the factors that are most likely to result in high

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- standards in educational achievement, behaviour and children's general well-being and care. Larger schools can bring specific benefits due to their scale and increased revenue, for instance to fund specialist teaching staff and to pay for a specialist SENCO (Special Needs coordinator) with more non-teaching time.
- 5.13 Operational issues concerns: The Governing Bodies of the schools proposed for enlargement would be responsible for determining issues within their schools such as the organisation of pupils across the whole school accommodation, classroom organisation and lunchtime arrangements.

6 RATIONALE

- 6.1 There is a need for additional primary school places to be provided to meet projected future demand from the local population in these areas due to population growth from new housing development either currently under construction or due to commence shortly. This is needed to ensure that the Council can meet its statutory duty to provide sufficient school places and for these to be in the area in which they are needed where the pupils will be living.
- 6.2 Provision of additional places in these schools will facilitate local families being able to obtain a place for their children at their local school, which will help to strengthen community cohesion and make it viable for as many children as possible to be able to walk or cycle to school from wherever they live.
- 6.3 Expansion to create more places will help to increase parental choice in these areas of the Authority where the local population is growing and where a new family may move into the area and require a school place.
- 6.4 The three schools proposed for expansion are all popular with parents. Bathwick St. Mary C of E Primary has an OFSTED rating of Outstanding and St. Nicholas' C of E Primary has an OFSTED rating of Good. Although the latest OFSTED report for Whitchurch states that the school has an overall rating of Requires Improvement, leadership and management, early years provision and personal development, behaviour and welfare were all judged as Good, with outcomes for pupils and the quality of teaching improving rapidly across the school. Making additional places available in these popular schools where there is a demand for places will make it possible for more parents to access a place for their children.
- 6.5 As set out in the School Organisation Plan 2015-2019 it is the Council's policy to expand existing local schools wherever this is possible. The schools proposed for expansion are located close to the areas of new housing development and the projected increased population growth. Together with additional land acquired and to be added to the school sites in the case of Bathwick St. Mary C of E Primary and Whitchurch Primary, the school sites have sufficient space to allow the expansions to take place.
- 6.6 Rejecting the proposed enlargement of Bathwick St. Mary C of E Primary School at this time will allow for further discussion to take place with the Governing Body regarding school site issues, building expansion plans and what is achievable.

7 OTHER OPTIONS CONSIDERED

7.1 To not enlarge any of the schools and not create any additional places. This option was rejected at this time as the Council has a statutory duty to ensure the

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provision of sufficient school places to meet demand. These places should be located in the area of need and will help to promote diversity and increase parental choice. Pupil projections based on future pupil numbers generated from new housing development and on parental preference, indicate a future shortfall of primary school places in these areas of the Authority if action is not taken to add more places.

- 7.2 To enlarge other schools rather than the ones named. This option was rejected at this time as the schools chosen represent the most appropriate options for expansion as they are popular with parents, the school sites are of a sufficient size to accommodate the expansion and they are located in the areas of projected future demand from new housing development, thus enabling the maximum number of children possible to attend their local school and be able to travel to school sustainably.
- 7.3 To build new schools rather than enlarge the existing schools. This option was rejected as none of the areas of new housing development in each of the three areas of Bath, Radstock and Whitchurch generate sufficient pupils to justify a whole new school, including land, being provided by the developer. Sufficient capital proportionate to the need generated by the developments has been secured where possible to invest in the expansion of local school infrastructure.

8 CONSULTATION

- 8.1 Local MPs, Local Ward Councillors; Leader of the Council; Cabinet Member for Children's Services; Policy Development and Scrutiny Panel Chair; Cabinet Assistant for Children's Services; Village Council; Town Council; Trades Unions; Staff; Other B&NES Services; Service Users; Stakeholders/Partners; Neighbouring Local Authorities; Section 151 Finance Officer; Monitoring Officer.
- 8.2 The statutory notice and full proposal were published on the Council's website and also on the consultation section of the Council's website. The statutory notices were also published in a local newspaper serving the area.
- 8.3 A copy of the statutory notice and full proposal was emailed to each school proposed for expansion for the attention of the Headteacher and the Governing Body. The schools were asked to place an item in their School Newsletter telling parents and carers of all children at each school that the statutory notice was published and where it could be accessed. The schools were also asked to inform all staff members.
- 8.4 The information was emailed to the local MPs for Bath and for North East Somerset, the Leader of the Council, the Cabinet Member for Children's Services, the Cabinet Assistant for Children's Services, the Children and Young People Policy Development and Scrutiny Panel Chair, Local Ward Councillors for Abbey, Bathavon North, Bathwick, Lambridge, Walcot, Radstock, Westfield and Publow & Whitchurch wards, Trades Unions representing all staff at the schools, the Roman Catholic Diocese, the Church of England Diocese, neighbouring Local Authorities, Radstock Town Council and Whitchurch Village Council, St. Nicholas' Pre-School, The Learning Community Nursery Radstock, other neighbouring primary schools and other Council officers.

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- 8.5 The full proposals explained how comments could be submitted by letter or by email to the Council. A four week representation period gave interested stakeholders an opportunity to comment on the proposals.
- 8.6 The eventual planning applications for the building works required for the enlargements to the premises will follow the usual statutory planning process, allowing for the normal public consultation on issues around the buildings, traffic management, car parking etc.

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.
- 9.2 The report author and Lead Cabinet member have fully reviewed the risk assessment related to the issue and recommendations, in compliance with the Council's decision making risk management guidance. Significant risks identified are:
- 9.3 If action is not taken to create more primary school places in the areas identified, there is projected to be a future shortfall of places in these areas and insufficient places available in other areas to meet this demand, resulting in the Council being unable to meet its statutory duty to provide a school places for every child that requires one.
- 9.4 If sufficient places are not created close to where they are needed this will lead to unsustainable travel to school arrangements for families having to travel longer distances or go outside of the area in which they live to access a school place for their children. In some areas this could lead to increased costs to the Council as a result of having to fund home to school transport due to the distance being excessive or the route exceptionally hazardous.
- 9.5 If additional places are not created in the areas where new housing development is taking place, there will be insufficient places available to accommodate the children generated from the new housing in the future.

Contact person	Helen Hoynes 01225 395169	
Background	Primary and Secondary School Organisation Plan 2015 – 2019.	
papers	Available on the Bath & North East Somerset Council website at www.bathnes.gov.uk/services/schools-colleges-and-learning/school-strategies-policies-planning	
	Statutory Notice and Full Proposal to Enlarge Bathwick St. Mary C of E Primary School, Bath.	
	Statutory Notice and Full Proposal to Enlarge St. Nicholas' C of E Primary School, Radstock.	
	Statutory Notice and Full Proposal to Enlarge Whitchurch Primary School, Whitchurch.	
	Available on the Bath & North East Somerset Council website at	

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www.bathnes.gov.uk/schoolexpansions

Please contact the report author if you need to access this report in an alternative format

APPENDIX 1 E 2943

Determination of Statutory Notices to Enlarge Three Primary Schools in Bath, Radstock and Whitchurch

Summary of Representation Responses Report

Bathwick St. Mary C of E Primary School, Bath

Total responses received: 69

From: Parents: 46

Parents and Local Residents: 3

Local Residents: 2 School Governor: 1

Staff: 4

Future Parent: 1

Other Interested Parties: 3

Unknown Relationship to the School: 9

Objections: 45 Support: 3 Comments: 21

Parents:

The governors, church community and parents have always insisted on one school on one site maintaining the ethos of this very popular and successful school.

An additional area of adjacent land added to the site - 'adjacent' is ambiguous – the Council intends to have two separate schools one infant and one junior. Because of the geography the schools would have to be run separately.

While it is convenient and cheaper to keep the school as an infant school and only build half a school for the juniors on the new site, it is for many reasons impractical and financially short-sited.

The reality would mean higher running costs for staff, a head teacher or senior member of staff for both schools, two lots of administration/office staff, two site caretakers, two kitchens and staff, bigger heating and utility bills, more accounting and paperwork. It will be a logistical nightmare for a parent with both infant and junior children. We would have to take almost an extra hour to do drop off and pick up. It would take 20 minutes to walk between schools. The school days would have to be staggered to overcome this or staff employed to look after them while siblings are collected, another potential cost. The Government is trying to get mothers back into work but this drop off/pick up scenario would only hinder this even more for many women.

The traffic would increase because it would be easier to drive between sites. This is exactly what the Council has been discouraging because with more vehicles the risk of accidents increases.

The school community will be fractured - no ability for children to mix with other age groups, removing role modelling for higher years so vital for their social development. Some siblings with larger age gaps will never be at school together - a loss of a vital experience.

Schools rely heavily on parents volunteering in school and fund raising. With two sites this is more complicated and I fear that because of the drop off/pick up inconvenience more parents will be put off volunteering.

Why is the Council not supporting the school's needs when they are clearly also in the interests of the Council. While rushing to pass a housing development application, the Council don't seem to be looking at the financial implications of running two sites. This is the tab they will have to pick up year on year and with money for school budgets shrinking this should be at the forefront of their decision making.

It is completely possible to build one primary school on the new site. It boils down to the Local Authority simply using their authority. The old site can be sold and developed for homes which would bring in a considerable contribution towards the cost of the build. It may take more time but we have an opportunity to provide a decent school for the future of the city and its growing population and these opportunities are rare. The school is already on its second site and about to have a third, let's not be trying to rebuild a fourth in another 30 years.

We should be fighting to make developers spend more on the education of our children and their future.

The school has prided itself on being a small family type school with excellent results. There obviously needs to be more places with so many homes being built, but maybe this should have been planned out before the 'go ahead' for so many houses. I now hear there are more flats to be built.

The proposed space for a new school is very small, how much outside play space will it have? I am not happy for my child changing to a junior school that has limited outside space? Or will it be infants? With very little information it is difficult to visualise. When is the first batch of housing meant to be completed? And when will a school be completed? Will it mean my child moves in Year 4/5/6?

I really don't think this has been thought through. It is an afterthought of - due to so many houses being built, a large proportion family homes, where will the kids go.

Could Bathampton Primary be expanded? They have far more land. I genuinely fear for my child's education with so much upheaval and uncertainty.

The expansion by 210 pupils is based on a site provided for 56 pupils.

This has happened because the Local Authority has got the question spectacularly wrong. When the MoD site was developed the Local Authority was provided with just enough land for the pupils generated by the MoD development, not a huge increase of 210 pupils as now proposed.

Why the additional increase of 210? Where did this figure come from?

An expansion incorporating a total of 420 pupils should require 16,000 sq metres. Instead only 7,000 sq metres has been available.

The Local Authority has not explored other options of dispersing pupils across other schools but focussed on the shortcut of radical change to what was an outstanding school. The impracticalities of the site and density of pupil numbers is particularly ill thought out.

The plans are not settled or at least not publicly, despite press coverage to the contrary. Parents have not been given proper notice to consult. A meeting was held at the school on the 7 March with consultation closing on the 15 March. How is this democratic and transparent?

At a vote at the 7 March meeting one person of all the parents present supported the proposal, which was noted by the Governors in answer to the question as per paragraph three of the Local Authority's notice.

No single benefit of the proposed development could be put to the meeting on behalf of the Local Authority.

I understand the Local Authority has been invited to participate but declined to do so.

More time is needed. Will the Local Authority provide proper notice? That is at least a month to consult on fuller information with a greater number of parents given the opportunity to respond.

The Governors have written on the 3 March asking the Local Authority for further detail on specific points as yet unanswered.

The Local Authority should fully and properly explore and publish other options and offer a full and transparent consultation period.

Taking an outstanding and much loved school and ruining it with an ill thought out plan which serves nobody. This poor proposal should be fully expanded.

I broadly support the expansion of the school however I do not feel the current proposals that I saw at a meeting at the school are adequate to expand the school to two form entry. The site is too small for a 420 place school. Should build upwards on the existing school site as well as using the land the developer has given to address this.

I am assuming that it is not possible at this stage to do a "land swap" with the developer and get a larger piece of land where a new, taller school with a lift for disabled pupils could be built and houses built on the current site after the school has been completed to avoid disruption?

I live very close to the school and my eldest child very nearly didn't get a place, many people in the same street have been disappointed over the years not to get a place. The next closest undersubscribed school is usually St. Saviours (two miles away). These parents now add to Bath's congestion problems driving across town as there isn't capacity at Bathwick.

This is a once in a generation change, the council tax raised from the new housing will be significant and I suspect the forecast of 55 children will turn out to be too low based on the schools reputation. The Council should invest more to come up with a visionary plan to develop this challenging small site and work with the developer to come up with a better solution so that this won't need looking at again in another 30 years. There is a need for more places in this part of Bath.

I see the need for an extension of Bathwick, particularly with the new homes going in but I have several concerns regarding the proposed new site:

It is too small. It will intake 56 children only, while nearer to 200 places are needed. There is insufficient outdoor space. Bathwick is already severely underserved for outdoor play space, and the new site and doubling of children comes with no additional space. It is further along an already narrow, one-way lane, which will be heavily clogged with school traffic and presents a serious danger in the event of a fire emergency or need to evacuate quickly.

We will be forced to have a bigger school on the two pieces of land. We live in a city centre, land is in short supply and pupil numbers are rising.

The best solution is to rebuild a two form entry school on the existing site leaving the new piece of land as a much needed space for games and outdoor activities and a second school access point. It will be more costly which is why they don't want to do it.

This will also keep the school ethos as we know it and the teaching as effective as is has always been.

It will utilise the land much more efficiently because at the moment what is being proposed is inadequate and inferior.

The children can be housed in temporary accommodation on the new land while the old is being redeveloped.

The proposal across two sites is not in the best interests of any children now or in the future. The best solution would be a new school on the existing site to accommodate all the children on one site. This would allow the school to continue the outstanding ethos and sense of community between year groups and sense of unity it has built up and is renowned for. Splitting the school across two sites would greatly impair the school's ability

to maintain the fantastic teaching standards and sense of unity and caring across year groups at the very foundation of the school.

Having two school sites would result in two inadequate schools as neither would have a green space to allow the increased numbers to run around and have on site outdoor sports activities

The Council should be using this opportunity to create a flagship school of excellence to advertise the good the Council can do. They will need to make the most of the green space that is available to it. Outdoor green space and sporting activities is one element of an excellent school that is vitally important and is missing at Bathwick. The school's outdoor area is on different levels and does not have a flat green area allowing for outdoor sports or forest schools and outdoor learning. The opportunity to have a green space in an outstanding inner city school is something the Council would be very short sighted to miss. Existing pupils could be in temporary accommodation on the new green site, whilst the building works are done. This would allow the school to make use of the green site straight away. You could produce something fantastic and maintain the amazing reputation this school already has into the future.

The Council should use this opportunity to produce something outstanding and exemplary and as an example of listening to those it will affect. What is currently proposed across two sites is inadequate and for the sake of all the children now and in future, reconsider the proposal to be on one site and allow Bathwick to build upon its outstanding reputation by making the most of the green space potentially available to it.

After having a meeting with school governors many parents are very concerned. The proposed site for expansion is too small. I have been to Holburne Park to look at their plans. No mention of allocated space for a school, just saying the current site will be expanded. They referred to the Lansdown site which will have a school. What was even more worrying was a green area along the canal towards the swing bridge, being developed in the future, this they were convinced on. The development will be completed by 2019, with 240 homes, 150 being possible where children could live and taking that most homes with kids have two at least, potentially there could be at least 200 kids all to be placed by 2019!! This all seems very unclear.

Please could you respond with possibilities. Can there be a meeting with Holburne Park, the Council and school, please as soon as possible.

I am impressed by the excellence of the educational experience and cautiously welcome the expansion to benefit a wider and larger community, only if funding is in place for the development of a single school on a second adjoining site according to the original vision of expansion, resulting in a new single site school with proportionally increased grounds for recreation and P.E. across the existing site. I passionately oppose the creation of a split site school inadequately served by its buildings and grounds.

Having viewed the feasibility plans, the amount of additional for the expansion has been based on 56 additional children. However, the proposal is to increase by 210. The site is not big enough to accommodate such an increase, would be detrimental to all of the children as there would be far less space per child than at present. Outdoor space is already limited (the children get a coach to another school's playing fields in order for them to hold sports day). Having 210 more children in a space based on 56 children will clearly make this worse.

The ethos of the school is of paramount importance and a significant factor for parents when choosing schools for their children. Currently, all of the children are in one building, meaning that teachers, staff and children from all years know and support each other. Under the new proposal, the school would be separated over two sites, with less opportunity for infant and junior children and teachers to interact, which would have a negative effect on the school ethos.

It doesn't appear that all other circumstances have been investigated properly, meaning the current proposals have not been fully considered. Other options need to be

investigated further, such as building a new school (which has been the case for other developments in Bath), sharing the expansion among other schools nearby or having one school building that will accommodate all 420 children, with the additional space being used as playground/car parking areas. Whilst the latter option may be more costly in the short term, there may be long term gains (including financial gains by not needing two lots of office, kitchen staff, etc.).

What would be the impact on the local area - access to the new site seems to be limited and would inevitably lead to increased congestion - and there is no detail in the consultation documentation of how this will be dealt with. I would like reassurance that there would be enough space for all children to have a safe emergency evacuation meeting point. It appears that this has not been sufficiently addressed.

I object and request that the current proposal does not go ahead.

We have concerns and objections on the expansion plans. We hope to have many more years to come in this school and the expansion would affect us and our children. The provision of the additional land could have been a great opportunity to restore environmental assets to the school, the proposed feasibility studies have failed to look creatively at the potential use of this land. The proposed enlargement will not contribute to the children's well-being or outdoor learning. It includes no additional green space, or sports facilities. It would undermine the recreational and leisure activities currently enjoyed and would have an effect on the health, recreational and leisure needs of children. The Local Authority has not yet worked with the local affected communities - the parents at the school - in order to ensure the social, physical and green infrastructure is improved. I have grave concerns in relation to the information we have received with regards to the school enlargement.

I am sure you will receive many letters from parents who are concerned and will be quoting regulations, numbers, feasibility studies, health and safety issues, guidelines and traffic issues. I am confident that you will be well aware of these issues and the concerns of parents, teachers, pupils, staff and current and future stakeholders.

It is a fantastic school with a promising future. Many people are frightened of change and risk averse and these recent proposals have not been met with enthusiasm or optimism. I believe that change is a positive thing and can bring great benefit, advancement and further progress. What I do not agree with is how the process has been handled thus far. It seems the Council has given permission for new homes on the premise that land is allocated to allow for pupils to be added to the school. This is now not the case. The land is not big enough and the school is already over-subscribed. It is very popular and the cost of housing in the immediate area is exorbitant. If the Council agreed to the new housing then they should have made arrangements for the new children.

I have checked the prices of the new homes. It is terribly sad that the current trend will be continuing where only wealthy people will have access to an outstanding school. There is a huge lack of outdoor space and facilities. The school is not a purpose built building – huge improvements can be made if done for the right reasons and to improve the current situation. The current expansion plans will not improve the school and the ethos of the school will be affected. Increasing the number of pupils will exacerbate the already congested roads and school.

Our wonderful school has excellent teaching and support staff, we are fortunate to have such a wonderful team. It is becoming more and more difficult to live and work in Bath. It is sad that we have to recruit staff from outside of our area and city to work at our great school as it is so expensive to live here. B&NES report to be committed to making Bath a better place to work, live and visit - sadly, this is not the case. In reality it is more like: If you work in Bath, you have to live elsewhere as you don't earn enough to live here. If you live in Bath, you have to work elsewhere to afford to live here. If you are visiting Bath, you only see the "dream" of Bath.

If B&NES was really interested in improving our school for our school, pupils and neighbours it would put forward a plan and proposal that will benefit and not handicap us. There is no more room for additional pupils if we do not have more land.

I consider that we will embrace change but it must benefit our children and future children. B&NES should have this at the heart of its decisions and planning.

I respectfully request that you take all the concerns that have been raised into consideration and address these in a timely manner. We do not like "tail wagging dog" and do not want to be rushed into making decisions without consultation or time to consider the effects on the children and their future.

The proposals are not in the best interests of the current or future children.

The additional land is too small to accommodate an additional 220 children.

The land from the development will provide for an additional 56 places. Adding 220 pupils on to land provided for 56 will compound the existing space issues. The combined sites are of insufficient size to accommodate the total of 440 pupils.

The proposals will adversely impact on the amenity value of the site.

The current site is 5,521 sq metres which provides very limited outside space for the current 224 pupils. The outside space for play, physical education and learning about nature and the environment is fully tarmacked. There is a raised area of undeveloped ground which is a 'contemplation' and 'conservation' area. Much of the year it is deemed too muddy and/or slippery and pupils do not enjoy access to it. The additional site is 2,165 sq metres (including a 'no build area' for drainage of the housing development). Adding this to the current site will total 7,686 sq metres but with 440 children playing in the current outdoor space. This will lead to the space being even more overcrowded, and potentially unsafe from a health and safety perspective. The site recommended for 440 pupils is +16,000 sq metres. This was also stated in the feasibility study: The school is not currently compliant with its outside space and with twice the number of children, play areas are going to be inadequate.

The land given by the developers when combined with the current site does not reach half of the recommended size.

St Saviour's Infant is also a school in a residential area but has plenty of space for play and learning. Each classroom has an outdoor play/learning area as well as the common larger play area, a kitchen garden and forest school area. And this is only for 180 pupils. The outdoor areas offer great opportunities for children to learn about nature and the environment.

Bathwick is fantastic but in comparison to many schools in Bath the outside space for play, physical education and learning is minimal.

Fundamental to the school's ethos, culture and academic success is that it is a compact one school, where infants and juniors meet on a daily basis. Key Stage 1 and 2 pupils learn alongside each other and integrate through playtimes, with additional responsibilities taken on by older children - Year 5 Buddies and Year 6 Blue Hats to support and care for all children.

The proposed development can be seen to be contrary to the Local Authority's Core Strategy. The expansion would not: "enable more opportunities for people to lead healthier lifestyles and have a greater sense of well-being through ... encouraging social interaction and designing high quality, safe ... spaces", "ensure the timely provision of social and physical infrastructure, including health, welfare, spiritual, recreation", "support strong, vibrant and healthy communities".

The Core Strategy emphasises Council working in partnership with adjoining authorities, local communities, relevant agencies and providers to ensure that social, physical and green infrastructure is retained and improved for Communities.

I do not support the current proposals for the expansion - it should be in a single new building, preferably built on the new plot of land, leaving the existing site for outdoor space (perhaps with some sold for development).

This would also allow the existing school building to be used while the new school is built. A split site school (including joined by a long corridor) would be unsatisfactory, hindering the school being a joined-up community.

The current land and space is minimal. This is already an issue - the ability to play is severely affected by being in a crowded playground. The lack of space also affects the amount of sports during PE lessons and after-school clubs.

The land that would be given to the school is very small (provision for 56 pupils). Adding 220 pupils and buildings would compound existing space issues and severely affect the quality of education that the school can provide. The proposed enlargement does not promote the health and well-being of children, nor does it provide more opportunities for them to lead healthier lifestyles. This is not in keeping with the 'Sustainable Community Strategy' which forms part of the Local Authority's Core Strategy.

I strongly object to the school becoming multi-site. This would be contrary to the strong ethos which currently provides a caring, inclusive community environment for children across the year groups. All of my children greatly benefit from the community schemes in place, such as the Blue Hats, the class school councillors, inter-class reading schemes and joint worship times. Having a multi-site school would seriously compromise these successful schemes which staff have worked so hard to implement and build on for many years.

The proposed size of land is not large enough to accommodate an extra 220 pupils in a safe and healthy manner.

I have volunteered in school so have seen how hard it is for children to play in an overcrowded playground in a safe and enjoyable manner.

I often saw younger children bumping into each other and falling on to the hard tarmac. Complaints from older children that there is not enough space to play, therefore they end up being mean to each other. Ball games and running in the playground are limited. The importance of play is well known. A development proposal that only takes into consideration classroom space and not outdoor recreation space is unacceptable. In addition to the lack of play space, I object to the lack of information regarding access and parking.

The current access is chaos in the morning and unsafe. The proposed development does not explain how it is going to accommodate the increased traffic and parking. It will be argued that it is a community school and children should walk but this is unrealistic based on daily before and after school demands.

The proposed enlargement of the school does not promote health and wellbeing for current and future children of the school and is unacceptable.

A proposal needs to be put forward that takes into consideration the needs of the children and the community.

We strongly believe the major reason for the current school's success is that it is one school, where infants and juniors meet daily and infants enjoy support from juniors and daily collective worships create a unique sense of connection, mutual support and responsibility. Separating infants and juniors will destroy the school's heart and spirit, it will not be the same and will impact the school's main culture and ethos and its academic success and will violate the fundamental principles of the Christian Foundation of the school.

We don't object to the idea of expansion in general, but it should be without a violation of the principle of one school, which implies a bigger space for collective worship, kitchen, dining hall, sufficient space for outdoor activities etc. Given the current limitations of the proposed additional grounds and connections with the present school site, the realisation of one school could be very challenging in terms of planning and financial costs. The most important long-term asset of the school and community is the intangible of having infants and juniors in the same area. Breaking this structure will certainly

undermine the probability of reaching "Outstanding" in the future, criteria well quoted by the local authority in all documentation.

Expanding the school to 420 will have serious implications to local and national children health targets such as obesity levels.

In its Sustainable Community Strategy, in relation to the SCS Driver 'Inequalities', the Local Authority's objective is to "Plan for development that promotes health and well-being: [including]:

- enabling more opportunities for people to lead healthier lifestyles and have a greater sense of well-being through ... encouraging social interaction and designing high quality, safe ... spaces.
- ensuring the timely provision of social and physical infrastructure, including health, welfare, spiritual, recreational."

Core Policy 6.02a states: "Sustainability Principles. Central to national planning policy is the presumption in favour of sustainable development. The Council is committed to help achieve sustainable development and will give favourable consideration to proposals which will contribute towards ... the prudent use of natural resources and which mitigate and adapt to climate change; and which support strong, vibrant and healthy communities. This approach is embodied in Policy SD1 and is reflected in all policies in the Core Strategy and planning decisions made by the Council."

It goes on in CP6: "The Council will promote the management, conservation, enhancement or restoration of environmental assets."

The proposed enlargement fails to support strong, vibrant and healthy communities. The provision of the Holburne Park site could have been an opportunity to restore environmental assets to the school, instead the feasibility studies have failed to look creatively at the potential use of this land. The proposed enlargement will fail to contribute to the children's well-being, or to their outdoor learning as it includes no additional green space or sports facilities.

Core Policy 6.95 states: 'The approach also follows on from the five key goals of the emerging Joint Local Transport Plan (JLTP3), which are: Reduce carbon emissions; Support economic growth; Promote accessibility; Contribute to better safety, security and health; Improve quality of life and a healthy natural environment.'

The proposed enlargement would in no way contribute to improved quality of life of a single or future child at the school and would fail to achieve a healthy natural environment for the children.

Core Policy 6.106 states: 'The Council will also work with partners and in partnership with local communities to ensure that adequate and accessible provision is made for the health, welfare, faith, recreational, leisure and cultural needs of existing and future communities and neighbourhoods in B&NES.'

The proposed enlargement would undermine the current recreational and leisure activities currently enjoyed by the children and would have a seriously detrimental effect on the health, recreational and leisure needs of both current and future children living in Bathwick.

Core Policy 13 states: 'The Council will work in partnership with adjoining authorities, local communities and relevant agencies and providers to ensure that social, physical and green infrastructure is retained and improved for Communities."

It is hoped that the Local Authority will take note of these objections in order to ensure that the social, physical and green infrastructure is improved for the current and future children of Bathwick.

The proposed enlargement contravenes the LA's Core Strategy in relation to the Local Authority's objective to "Plan for development that promotes health and well-being". There are health and safety issues related to increased congestion and hazardous emissions from increased stationary traffic on the A36.

New places will also attract interest from afar and car transport will be the most popular means of transport.

There has not been a formalized procedure where parents and the community feel they have been properly consulted.

Lack of consultation with members of the public, parents and children.

The Local Authority has published a proposal to enlarge the school, but there details of the feasibility studies undertaken and provided to the Governors in January/February have been disseminated to the public alongside this proposal. Nor are there any details about the size of the additional land. The proposal and any consultation undertaken on the basis of it, is therefore woefully incomplete and inadequate.

This lack of information provided to members of the public or parents undermines the 'consultation' undertaken by the Local Authority.

We object to the expansion of the school into a two site school, as set out in the current feasibility plans, and feel very strongly that this will severely damage the school and the quality of the children's' education.

We'd like to see Bathwick remain as is - as a single site school, with no further development and if this is not possible, for the Council to allocate a proper budget and build a two form entry school on the existing site, leaving the new piece of land as a much needed space for games and outdoor activities.

There are serious health and safety concerns about increasing the numbers accessing the school from the A36 – it is a through route for HGVs with particularly heavy traffic at school drop off and pick up times. The pavement on the South side of the A36 is inadequately narrow and any increase in children crossing the road raises serious safety concerns. Also much noise both in the play area and the school and this is not advised for children.

The enlargement will have an adverse impact on the safety and well-being of children - children as young as four may have to make their way along a 'walkway' from the upper to the lower site to access a potentially overcrowded playground on the current site. The additional pupils will render the site unsafe in the event of a fire on either site. Additional children would significantly curtail the space onto which they could be moved in the event of a fire and be unable to move away from the buildings sufficiently to be provided with a 'place of safety' as required by s. 4(1)(a) of the Regulatory Reform (Fire Safety) Order 2005, SI 2005/1541). This would be of particular concern for the children in the buildings on the Holburne Park site. This would undoubtedly contravene any kind of health and safety assessment in relation to this matter.

From a health and safety perspective this might even exclude pupils with a physical disability from access to the Holburne Park site, as they would be unable to easily access it and for playtimes or in the event of fire, to access the current lower site.

The school might have to accommodate pupils with physical disabilities separately from their peers. This would amount to indirect discrimination as they would be unable adequately to integrate with their peers.

Having had access to the plans it is evident that this would mean expanding the school until it has doubled its intake, yet there is no provision for extra outside space. This has serious health and safely implications and is not in the best interests of the child. To essentially halve the outside space would deprive pupils of space that is essential for their development and overall wellbeing.

This is clearly a plan with an economic motive. It is frustrating that these issues were not considered before the Council agreed to allow the building of several luxury town houses. Particularly as the original plans of homes for affordable living have been abandoned. I urge that these plans be reconsidered with appropriate provision made for extra outside space. The pupils' interests have currently not been carefully enough considered.

I have several reasons for doubting that the expansion will in any way benefit children who are already there. I can see benefits only for children who do not yet even live in this area but whose parents are destined to buy houses in the new development.

My main objection is the reduction to outside space which is already insufficient. All existing parents know this and lament it regularly. Most pay for extra curricular sports activities to compensate for this massive shortfall in an otherwise excellent school. Increasing numbers whilst not increasing the outside space would make it untenable and undesirable for us as a family and many others. Many outdoor activities become more and more popular and sport is promoted, yet the problem of childhood obesity grows. Whilst we are told that kids must get out more, somehow it seems acceptable to the Local Authority to even consider further reducing space at Bathwick that is already inadequate. The school is in danger of going seriously out of fashion and if it also loses its appeal for being small and caring, I would fear for the future of it.

Although I am not against expansion of the school in principle, the proposals presented would see numbers increased far in excess of the number that standards dictate can be accommodated by the extra land. The proposal is plainly inadequate and will have a detrimental effect on the children - affording even less outside space per head than they have now, and worsen the already strained access.

I object to the proposals presented and urge the Council to either seek alternative solutions to benefit teachers, pupils and parents of the school, or abandon the scheme. We do not agree with a split site, with a 1.5 form entry or with a reduction in outside space (which is already a cause to move our children to a different school, if we had the choice); none of these things are in the best interests of our children and we have not been shown sufficient due diligence to think otherwise. We have fundamental questions about several issues and therefore we are presently not in a position to support expansion. However, like the Governing Body, we are not actively opposed but seek further clarity so that an informed view can be taken to properly analyse the benefits to the children against the wider responsibility to meet the increasing need for school places. It is only in the event that the Local Authority can satisfy us, the parents, that the unique character of our school will not be compromised and the welfare and educational needs of the children can continue to be met at the outstanding level the staff work so hard to provide for them presently, that we will support any plan for expansion.

A detrimental effect on the culture and ethos of the school by splitting across two sites. I am extremely concerned by the possible impact of the current plans on the school. I cannot support the current plans and would ask for other options to be considered either on the Bathwick site or at other schools in the area such as Bathampton.

I strongly object to the current proposal because the additional area of land adjacent to the school site that has been allocated for the purpose of expansion is too small.

The existing site is already cramped and the additional area allocated for expansion only approximately one third of the area of the existing site. I think that the proposed expansion would have an extremely adverse effect on the education of pupils as well as on the morale of staff and all those connected with the school.

If the scale of the expansion was reduced to, for example, a Planned Admission Number of 45, this would inevitably result in split year classes which would adversely affect the education of pupils and the ethos of the school.

The topography of the expanded school would almost inevitable lead to a split site dividing the school and fundamentally changing the school's character.

I am also strongly opposed to any construction works that would disrupt the continued operation of the school and education of children.

The extra land is not only on a steep slope but a third of it is a 'no build zone' for drainage. It is considerably higher than the existing site and only joined by a small slither of land. None of these factors make this land easy to build on or utilise effectively. The Council has already granted planning for the houses on Holburne Park which literally border the

site reserved for the school. They have made no provision for highway access so a large swathe of the area will have to be taken from the school site for vehicular access. This should have been taken into consideration by the Council when planning was first submitted by the developers.

The feasibility plans produced by the Council only serve the purpose of showing how to build a mediocre and inadequate school to save the Council's purse with no positive outcome for the school whatsoever and it is a totally uneconomical use of the space to build a two site school. Overall what is now an outstanding school would inevitably suffer as a consequence based on the present proposals.

However, the population is growing and that means extra places need to be found. The only way 420 pupils could possibly be housed on a site so small it through good design. It is a golden opportunity to look at the wider possibilities to create an inspiring place for our children to be educated. Space can be maximised by building higher on several levels, grass roofs can create extra playing space, prefabricated pods/classrooms could be designed to reduce build time on site, solar panels could be incorporated for sustainability the possibilities are endless and of course if it is a sustainable school then the Council's purse will benefit too.

Children can be put into temporary classrooms as long as it is well thought out and planned, they could even be included in the design and build process to make it an education for them. It could be a very positive experience for everyone.

If this is going to work at all it will require a good architect and a good budget. I think then and only then could the school even consider the expansion.

It is of primary concern that the unique character of Bathwick should not be compromised. The welfare and educational needs of the children must continue to be met at the outstanding level the staff work so hard to provide. If this is shown to be the case then we understand the Governing Body will support any plan for expansion.

There are clearly benefits to expanding however the circumstances (budget, size of land, sufficient allocation for play and outdoor areas) under which this can happen must be considered against the current ethos and high standards of this excellent school.

The principle reason for my objection is the proposal to enlarge the school by 210 places when only land sufficient for 55/56 children has been made available. When we selected the school for our child we loved every aspect of the school with the exception that there is too little outdoor space. Good outdoor playing areas including playing fields are very important in encouraging children to be active and enjoy sports which, undoubtedly, lead to better physical and mental health. The proposal to extend the school without providing sufficient land will clearly reduce the amount of outdoor space per pupil. Where we continuously hear about the risks of obesity and the need to exercise more, the idea of reducing significantly the outdoor space should not be countenanced.

There are numerous issues with trying to squeeze too many children into this small space. For example, access to the site is already difficult, at pick up and drop off time the road to the school is already busy. On cold and wet days it becomes dangerous. Doubling the number of pupils is not going to just double the problem, access routes are already fully utilised so it will surely lead to big issues, possibly leading to daily tailbacks on the A36 and affecting non-school related journeys.

I would request that B&NES consider expanding Bathwick by an amount commensurate with the additional land made available i.e. 55/56 places (potentially rounded up to two classes of 30 children each). If three or four other schools were also able to add one or two classes then together they will meet the requirement for 210 places.

My children will be largely unaffected by the plans as they would have moved to secondary schools - I am commenting as someone with no real vested interest.

The need for expansion is clear, however I cannot think how it could be doubled on the existing site. The school footprint is already very small. The hall is unable to accommodate all parents etc. who wish to see the children in school plays for example, there is very

limited outdoor space, the library is tiny. Drop off and pick up for those who do not live close enough to walk or need to drive from work is extremely difficult as there are only four spaces for parents for the entire school and in a tight cul de sac with a builders yard in it any increase in traffic would make a very difficult congested road impossible to use for parents and residents alike.

A geographically split site seems wrong for this school. The thought of primary age children walking between sites, with all the palaver of outer wear and staff needed to supervise 30 small children seems obviously something to avoid.

There would also be the difficulty for parents with children in different schools. How would pick-ups be managed? At drop off, there would be even more traffic congestion with parents shuttling between sites.

The only sensible solution would be to build a multi-level school on the new site. I'm not clear on the size of the second site, but if it doesn't have a decent amount of outdoor space, perhaps the current site could be used for much needed junior school sports grounds and/or parking space.

These plans directly affect us, as our child is due to start Reception in 2019. We understand the reasons that the school needs to expand: the school is already oversubscribed and the new development is only going to add to this. School places are limited throughout the city, so it seems sensible to have a plan to expand the number of places locally at an excellent school.

However, the school currently has a very caring and inclusive ethos, which we feel is likely to be compromised by expansion with separate sites for infants and juniors. With both children attending the same school in the future, we would not want them to be divided into separate buildings on different sites. We feel that the flow and interaction between the children (and staff) is vitally important - as the sites would be on different levels, it seems impossible for this to work.

The plans show that the new development is significantly smaller than the current site, which already has limited outdoor space. Such a small space would adversely affect the children in their play and development. Not to mention other practical issues, such as parking and access to the site in general. This plan would be detrimental to the school. The obvious plan seems for a new double sized school on the extra land, so the ethos of the school is maintained, the current site can still be used while the new site is developed and then be redesigned for important outdoor play space/parking etc.

We already face issues crossing the busy A36 opposite the back gate. There is no crossing facility, despite the huge volume of traffic and heavy high speed lorries. We have put forward our views to the Council about this before, but to no avail. The expansion of the school will only add to the volume of traffic - this must be addressed. There is an accident waiting to happen.

Whilst I recognise the need for more places in the area and that in principle it is desirable to expand Bathwick to the extent that there is space to do so, there is not space to double pupil numbers. The school now is not compliant with the BB103 guidelines because there is insufficient outside space. The proposed changes would exacerbate this enormously. The wish to create extra places at an 'outstanding' school is understandable but to keep it 'outstanding' extra space and facilities must be provided in proportion to the extra numbers, and it must remain an attractive school for teachers to teach in and for children to attend. This entails it having a large enough school hall, kitchen facilities, teacher staff room and staff parking facilities as well as sufficient classroom and play space and being designed appropriately, to support the pupil numbers.

Peak traffic along Darlington Road is already severely congested and at times dangerous. Vehicular access to the Holburne Park development does not appear to have been designed to take into account school traffic to the new site.

The school setting is already small and doubling the intake requires a proportional increase in space. I would be worried about health and safety issues with so many children locked in a small space, in particular in the event of a fire

I do not oppose doubling the intake if the space provision is adequate. Yet, this is not at all met in the current proposal, so I support keeping the school at its current size.

I do not support the expansion as outlined in the proposal document. I believe children learn best in a smaller setting and a double-form entry with 420 pupils is simply too large to cater to the needs of children as young as four.

It would be far better to take the model of the existing school and apply it to a new purpose built one using the resources for the proposed expansion. This would provide more places in a smaller intimate setting and ensure that existing pupils are not in any way harmed. For instance, building works are sure to be disruptive and expansion would not mean all facilities are improved - it is unlikely that a larger school hall, play ground or sports facilities would be included. Expansion must inevitably be a negative on the experiences of existing pupils. I fail to see how any new site adjacent to the existing site can be seamlessly integrated - at the very least there is a need for a significant number of steps which is far from ideal with young children.

It has been suggested that a bigger school might offer increased possibilities. Any such advantage can be obtained by closely co-ordinating the activities of the two schools so that is a very poor reason to proceed with the expansion. The proposed expansion is poorly thought out and the objective of providing more places as a high quality school can be more appropriately delivered in other ways.

There are many issues we feel the Local Authority have not addressed adequately. The school would require £8.5 million to make this a viable project - it would make far more sense for there to be one building on the current site and to use the extra land as fields and outside space. The plans are not viable.

It seems that infant and junior pupils would be on different sites and this would have an extremely adverse effect on the education of pupils as well as on the morale of staff and all those connected with the school. This would be against the ethos that underpins the school activity.

I also think that other aspects, such as access to the school, car park and fire safety, have not been given enough attention and should be better analysed.

Having had the feasibility studies shared with us at a school meeting I am very worried that the current plans are woefully inadequate. The main and immoveable issue seems to be the size of the overall site and while this cannot be changed the plans are simply unworkable.

I have shared a google document which has been drawn up by a number of similarly concerned parents at the school and attach it as part of my response.

A 210 place new build or extension will impact on the external school facilities, probably resulting in a disjointed school with excessive circulation requirements for pupils and staff. Existing circulation spaces around the building are minimal and new accommodation may have an impact on this for pupils, staff and the emergency services.

The road access is from a difficult junction leading along a narrow lane to a small turning/drop off area.

Access to the school is poor for large construction works.

The school will probably not be able to operate safely during the period of the works. The obvious tension between land for 55 places when an additional 210 are proposed on a site already insufficient in terms of external space for current numbers.

The decision making power of parents is really dependent on the weight and direction of responses to the online consultation. It is hoped that the parental responses will be central to the Local Authority's direction of travel after the close of the consultation. This was the purpose of the meeting on 7 March, the availability of the feasibility studies in school this week and this brief report.

The school currently operates as a single school on a single site. This enables children of all ages to interact and support each other. This system encourages older children to show responsibility towards younger pupils and gives the younger children a support system separate from the staff and adults. This is a key part of the school ethos and I would only be able to support an expansion on a single site. Current plans show that a split site would be the only option feasible with the current land offered.

We chose Bathwick specifically because it is a single form entry. My child is quiet and we felt they would flourish in a smaller school community. It is a benefit to have a mix of school sizes in the area so that there is an option of choosing a smaller school.

The ability for children to play, communicate, socialise and learn outside the classroom is essential to enable them to grow into sociable and well-rounded young adults. Outside space is already limited and to reduce that further will be detrimental to education.

The Council appears to have no plans as to how the issues of access to the site and road safety will be managed.

Apparent lack of consideration of alternatives - the school has effectively been offered an expansion plan which appears to have been put together with no forethought or long term strategic planning and neither the school nor the parents were offered the opportunity for meaningful consultation.

We had a meeting with the Head Teacher last week and could see the expansion plan. The play area and conservation are very important because it's the only time they can be exposed to a little Vitamin D. In the new plan there would be half the space compared to now. Other schools like Bathampton or St Stephen's have a huge area for play and sports. We chose this school because it is little and outstanding. The school will become really noisy and we do not think can attain the same standard.

The UN Convention on the Rights of the Child stipulates children's rights to be healthy, treated *fairly* (including changing laws and practices that are unfair on children) and to be heard (including considering their views).

Article 3 provides that: "In all actions concerning children, whether undertaken by public or private social welfare institutions, courts of law, administrative authorities or legislative bodies, the best interests of the child shall be a primary consideration."

In 2004, the *Children Act 2004* was enacted. This provides, in what is for this case its most material of its provision, that: "Arrangements to safeguard and promote welfare" Each person and body to whom this section applies must make arrangements for ensuring that - their functions are discharged having regard to the need to safeguard and promote the welfare of children;"

It is clear that the health and well-being of children at Bathwick is a key material consideration and that the Council has a legal duty to have regard to the need to safeguard and promote the welfare of children and to act in their best interests (UN Convention and Children Act 2004).

It has been calculated that the Holburne Park development will generate 56 pupils. The developers have provided a plot of land that has been calculated as meeting their contribution for these pupils. The Local Authority has since issued a notice to enlarge the school by 210 places. No land in addition to the above land is being proposed. The Local Authority has produced two feasibility studies for adding 210 children to the current site which propose building on the Holburne Park site which is higher than the current site. We do not feel that the Local Authority has adequately satisfied the Governing Body that the character and outstanding ethos of the school will not be compromised.

We are unconvinced that the welfare of children and the educational provision would continue to be met at the outstanding levels currently provided.

The current model integration of infant and junior pupils - both in formal and informal contexts - is fundamental to the school's ethos, outstanding academic standards and pastoral care. Splitting the site would impact upon how this could be managed and sustained. This outstanding feature of the school was central to our choice for our child.

Expanding the school to dual form entry given the current restricted site will result in an unacceptable impact on the health and wellbeing of the children.

The additional site area is inadequate for the building of a new school for 420 pupils. The remaining option is to split the school over two sites or re-develop the existing site. Both options will lead to significant disruption while work is carried out, which is unacceptable.

Parents and Local Residents:

I strongly object to the proposals and the way the whole process has been communicated. Looking at the proposal online as well as the feasibilities studies I am shocked at how the education of our children is addressed by our local council.

While understanding the need for places, this should not be detached from a clear vision that includes the school's physical learning spaces. The school community must be at the heart of any proposals that are put forward by the Council. At present the school with a clearly successful and strong pedagogical position has been ignored when developing the possible proposals. The school and its community must be part of any schemes to ensure that the proposals add richness to the learning experiences and provide a physical learning environment that stimulates relationships and a sense of society, belonging and happiness in line with the school vision. At present, what is being put forward to the school does completely the opposite, erasing any ethos, culture or identity that could lead to the heights of academic achievement.

I don't personally object to an extension, but I strongly object to what has been proposed and how, as it could destroy a school ethos that has benefited the academic achievement of pupils for many years.

We have examined the feasibility studies, attended a parents' meeting regarding the potential expansion in future and considered the proposals that were put forward and object on the following grounds:

The need to use a walkway to link the two sites could be discriminatory against children with physical disabilities.

As local residents we are very aware of the dangers of traffic from parent's cars at pick up and drop off times to our children - an expansion to 420 children would exacerbate this issue.

The consultation process has been inadequate. We do not feel we have been given sufficient time or information to assess the proposals properly.

We are not against expansion per se, however it appears that the additional land allocated is insufficient for a two form entry school.

The changes would result in increased car traffic along Darlington Road. There are already too many cars at drop off and pick up, resulting in congestion, pollution and possible danger to pedestrians.

Insufficient information has been provided regarding the size of the additional land, what new buildings would be built and how the school would be structured. This makes it impossible to make judgements.

Is the additional land allocation based on the size needed for the additional 56 places from the new development or for the proposed extra 210 places?

In principle, we would support a single site proposal with additional land being provided for play and sport and safe provision being made for increased car access. There seems to be a wonderful opportunity to provide an imaginative shared play/sporting space for the school and the new community that would enhance both. Currently, the plans for the new development and the existing school lack outdoor space.

Local Resident:

I fully appreciate that development is needed. My email is seeking to help ensure your plans do not have an adverse impact on the health and safety and well-being of all that live in the vicinity of the school and also on children and parents.

I am very concerned that in the absence of any firm and sufficient traffic control proposals, expansion will exacerbate the already existing congestion along Darlington Road, increasing road safety hazards.

Cars park along Darlington Road and on the pavement before school pick up, which is illegal, but this is now the norm to allow vehicle movement along the narrow road. Because cars park on the pavement it means that pedestrians have to walk through a narrower gap or use the main Darlington Road, which raises significant safety concerns Cars often park on the double yellow lines on Darlington Road - which is a parking offence, but as the road is congested this has again become a norm.

When the recycling lorry comes to service the road, if this coincides with the picking up and dropping off then chaos will prevail.

Emery's are considering developing their old yard which will also add to congestion and safety concerns.

We need to ensure our environment is safe and sustainable but the present plans provide no information on how traffic is going to be managed.

As a responsible Local Authority who faces a number of challenges I would urge B&NES to listen to our concerns and ensure any proposals are fit for purpose and do not adversely impact on the safety and well-being of residents.

I object purely on the grounds of increased traffic on Darlington Road restricting my access to my own home in the 20 minutes before school and 30 minutes around close time and the safety of children/people using this road to access the school.

Specifically, parents rushing to drop off park on the yellow zig zag lines blocking access. Only one side of Darlington Road has a footpath which is not wide enough when parents with children going to school meet those leaving, meaning people have to walk on the road or at least step off the pavement.

Adding 210 places will at least double the number of children in cars and as many will come from further away it is reasonable to assume that disproportionally more will be dropped off by car.

If traffic reduction measures could be introduced such as making the street "residents and goods delivery only", these effects could be mitigated and the risk of injury to children reduced, in which case I would welcome the expansion.

Please take notice the traffic on this street is already dangerous to children, expansion without dealing with this risks injury.

School Governor:

I am writing to voice my concerns. There is a need to expand the school as it is regularly over-subscribed and the local population is due to increase, in part due to the housing development at Holburne Park. However I have a number of concerns about the proposals that have been put forward.

The lack of a school hall large enough to for all children plus some parents and staff: A strength of the school is its sense of community and the way that it celebrates children's achievements. These strengths are fostered by the school coming together regularly for collective worships and assemblies, some of which are open to parents.

Movement of children between the proposed two buildings:

The proposed 'walkway' between the two buildings should be weather-proofed. If children have to put on coats this will result in the reduction of teaching time and require addition cloakrooms/coat storage in what are already very confined buildings. It should also provide level access for children with mobility issues.

Lack of outdoor space:

The current school makes great use of its small and very steep outdoor space. Doubling the number of children and reducing the outdoor space would be detrimental. Access to the school buildings:

The proposals show that Darlington Road would remain as the only vehicular access to the school. Doubling the number of children would increase the number of staff, visitors, parents and deliveries needing access to the school. Darlington Road is already unsuitable for the traffic the school currently generates. Creating more traffic would cause more congestion and safety issues.

Lack of car parking space for staff:

Staff will frequently be carrying heavy loads to and from school - if they are unable to park nearby it is likely to have a detrimental effect on staff morale and could cause difficulties in recruiting staff.

Staff:

I object to the proposed plans to enlarge the school over two sites joined by a walkway. I am aware of the increasing need for places, especially with new housing developments but I am concerned about the impact on the ethos of the school, the supportive nature and 'togetherness' of the whole school which is so valued by staff, parents and children, the physical and practical questions raised by a new building and on the educational impact on children as a result of an expansion over two sites.

Ethos - as a church school we meet regularly as a whole school for collective worship the current hall would not be sufficient for this to happen. If it were to be enlarged considerable learning time would be lost walking between the two sites so regularly. I feel our Christian ethos, family feeling and feeling of unity and solidarity will disappear if we are split over two sites. This is one of the reasons I believe that Bathwick has maintained its outstanding reputation for so long. The current hall would not enable us to have lunches as a social and important part of the day. We could not have role models for Key Stage 1 with Key Stage 2 working as buddies and support in the playground. Staff would not be able to see each other as regularly and have shared dialogue regarding children's learning and progress. Being on two different sites (albeit joined by a walkway) will cause challenges in communication and interaction between both staff and children, and families across the school. Relationships across the school community would suffer. Educational - I am concerned about the amount of learning time which will be lost walking either infants or juniors over a long sloped walkway for collective worships, lunchtimes, access to the library, music room, additional learning resource rooms and the ICT suite. If this walkway is not enclosed huge amounts of learning time will be lost repeatedly putting on and taking off coats, especially for the very young for whom this takes time. The walkway concerns me in regards to its sloping nature and distance. With a child already in our school with reduced mobility I am concerned as to the inclusive nature of the school and access for children with additional needs. Will they have to leave earlier to navigate between the two sites? Again a loss of precious learning time. I am concerned that infants are going to lose their role models in the school, currently they are learning alongside Key Stage 2 children in shared areas, outdoor areas and moving around the building. If the school was to be split these vital role models and friendships between the oldest and youngest in our school community would be very hard to maintain and see flourishing naturally as they are now. Currently the Headteacher, deputy, SENDCO and head of key stages are all very visible within the school with regularly communication and conversations daily between staff. I worry how this incredibly high level of communication about children and their progress would happen. Shared knowledge about children and families would be increasingly challenging and I believe children's education would suffer. I am concerned about the financial impact of having to duplicate resources, systems and functions. Already working on a tight budget I am concerned we are going to be struggling to provide some basic education needs while we try to resource new classrooms and learning areas to a basic standard. Will additional funding be provided for this? I am concerned about the heart of the school being lost - where would the main entrance be? Where will the offices be placed? All of these having an impact and losing the shared

problems, knowledge of staff, shared staff morale, shared friendships with staff and children over key stages, shared friendships with children over key stages. We are proud to educate the whole child - and I believe that an outstanding element of the education we are providing, the social and emotional development of children, will be impacted negatively.

Practical - we are currently stretched to the limit with staff car parking and visitors (including external agencies providing educational support for our children) regularly cannot park or staff have to move cars to block others in. Where will we accommodate all of the new staff cars? Traffic along Darlington Road is extremely busy at drop off and pick up times with parents often being late due to parking issues. How will this road cope with traffic for 420 children? How will families with children in both Key Stages manage the collection and drop off with such a long distance between the sites. Will the walkway be sufficient to enable movement of families to and from each part of the school? How would the current building be modified to include resources for 420 children? E.g. library of sufficient size, ICT suite, kitchen, hall. The current staffroom would not enable all staff to meet together. Would there be another staff room built and where? Or the current one extended?

Vehicle access and staff car parking at the site is not adequate for the numbers of staff, parents and delivery vehicles which a two-form entry school needs.

Walkway linking two sites will mean time will be lost by staff and pupils - teaching, playing and working. Moving small children in all weathers under a covered walkway is not ideal. Assembly hall and staff room sizes are questionable for whole-school and staff provision. Playground areas are less than ideal for 420 children and their playtime supervisors. I am in favour of local children attending local schools but feel these plans are not in the best interests of the pupils and creating a split-site is less than ideal. I feel too large an establishment is being squeezed into two small plots and that the children deserve more space and a better solution.

In the best interests of children and staff, I am not in a position to currently support expansion. I am not actively opposed to expansion, but I will only be able to support the 420 place school if the Local Authority can satisfy the Governing Body that the school's unique character will not be compromised and the welfare and educational needs of the children can continue to be met at the outstanding level the staff work so hard to provide. A non-exhaustive list of concerns that need addressing is as follows:

A traffic solution designed so the increase in traffic both on and off the school site is carefully managed to ensure the safety of children, parents and the wider community. Enough land provided to ensure the outdoor playing space provided in relation to the proposed number of children is increased from the current space available, not decreased. Enough land provided so an appropriate amount of car parking is available. Collective internal areas including an assembly hall and staff room could be of an appropriate size to facilitate the smooth running of the school.

I object to the proposal. The size of the additional land is too small to accommodate the extra children. The current site is already small, with limited outdoor space and the proposed enlargement seems to show even less outdoor space. This would be detrimental to the children as outdoor space is vital for healthy outdoor play. More outdoor space needs to be provided, preferably including a grassed area for sports as well as hard play. It would also be difficult for the children to gather safely outside in the event of a fire, given the limited space.

The proposal envisages the school enlarging into two separate sites linked by a covered corridor - a single site would be preferable. A highly valued aspect of the school is the interaction which takes place daily between Key Stage 1 and 2 children, which means all children feel they belong to one school. A split site would make it much harder for the school to maintain this, particularly if the children would not all be able to gather in the hall.

Access to the school is down a narrow road, so any increased car use would make it much harder for children to walk to school safely.

Future Parent:

I am interested in finding out more about the plans to double the size of the school, as my child is due to attend the school within the next two years. When are the plans going to be in place and which year intake of students will be affected?

Other Interested Parties:

I am writing to send my full support for the proposed expansion of Bathwick. The Council has correctly identified a need for additional primary school places in this part of Bath, which is undergoing significant population increase due to new housing development. Many new families are entering the existing housing stock, as the demographics of the area changes.

The school is an ideal candidate for expansion, due to its high quality of teaching and occupies a good location due to the opportunity to use s106 funding and land made available at the adjacent housing development. I hope that the Council and the school will proceed with the expansion on the proposed timescale.

I have been most impressed with the successful introduction to school life, with its excellent ethos and successful organisation. It is difficult to understand how the Local Authority has concluded that an overly small, split site would be of benefit to these pupils' future education and wellbeing, when it would inevitably become so obviously overcrowded and fragmented. Apart from the inherent safety issues, such an establishment would force considerable numbers of children (described in detail in the Parents' Association document) into grossly insufficient space and the existing pleasant outdoor recreational and learning areas would be filled with mobile classrooms with all the logistical problems this entails. This would be a great loss. Having taught in some schools where this frequently occurred, I believe it is to be avoided where possible, certainly when there is an opportunity with sensitive planning to start afresh.

With a new housing estate of the size anticipated, the number of children expected (which is often exceeded) should warrant a totally new school on a site still to be sought out, meeting all the criteria. In the meantime places for newcomers will have to be found elsewhere, leaving Bathwick to operate as successfully as at present.

I must register my objection to the proposal as outlined in the collated points circulated by some parents from the school.

As a past teacher at several primary schools in the past, the detrimental effects of split sites, use of mobile classrooms, crowded parental access and inadequate school grounds are well known to me. School ethos is very difficult to maintain on split sites, especially if hall provision is inadequate for the entire population. Even when it is available, time lost by transits of staff and pupils becomes significant over the year. My 400+ pupils had to endure two shifts for assemblies and other functions. The change was palpable when the new building allowed the entire school to function as Bathwick does today. To reverse this seems an error.

The split-site separated infants from juniors so integrated curriculum arrangements and even school identity, was difficult to organise. Movements along a public highway were of concern and parents had additional problems when delivering or collecting pupils at two locations. Arrival and departure arrangements for 400+ pupils with the busy A36 and culde-sac Darlington Road as access points will be exceedingly difficult. On the Warminster Road adult and pupil safety will be an even bigger concern. Unless space can be found for a school to house all pupils under one roof, in my opinion the status quo should remain.

Unknown Relationship to the School:

Please log my support to expand - please consider ensuring that all pupils have better access to playing fields and outdoor learning space and that all communities in the Bathwick area, including new housing, have access to local school places.

Regarding the forthcoming development at Holburne Park incorporating the enlargement of Bathwick, may I suggest that the Councillors get out and spend at least an hour on the Warminster Road and see for themselves the volume of traffic now. What will it be like when 240 homes with no doubt two cars each are occupied, let alone the incredible number of cars delivering children - you, in your wisdom, will have created an incredible and ridiculous situation. Where will the enlargement be? Will there be a sports field? A playground? Have you actually thought this through or just looked at plans? We note the proposed expansion of Bathwick St Mary School with interest. We applaud the decision to expand the school and offer increasing numbers of children the 'Outstanding' education that the school currently provides. We do, however, have serious reservations about the proposed new building:

The limited amount of land making the number of pupils per square metre even more concentrated than at present. There is very limited outside play space - the new combined site would mean even less.

Access to the school is going to be even more restricted with increased numbers of children and staff travelling to an already overly congested road.

The plans would 'break up' the school - separating the infants and juniors, providing no single area for group assembly. This goes against the ethos of the school and the governing body have described this as essential in all discussions.

I'm sure there will be many other similar concerns and urge the Local Authority to consider all concerns seriously and come up with a suitable plan that will meet both the needs of the school staff and pupils and the needs of the local population.

Granted, there needs to be expansion of places in Bath and Bathwick is a candidate for change but I believe the way this plan has been evolved is deeply flawed.

Three years ago there were three options on the table. The third and least viable was the one the previous Headteacher said he would never support - expanding numbers at the expense of the quality of provision for existing and future pupils, a cramped after thought of leftovers.

The failure of the current plan is due to inadequate outdoor space for the already restricted site.

The statutory Early Years Foundation Stage Curriculum places strong emphasis on the importance and value of daily outdoor experiences for learning and development. Children as young as four will not be provided the basics of sound learning if this plan goes ahead. Educationalists are aware of the importance of healthy lifestyle choices at a critical developmental age and beyond. New Reception children will have benefitted up to that point from a focus on outdoor activity - but what then? Start school at four to find those days are over? And there is nothing but an over-crowded concrete playground? Bath, Bathwick in particular, supports an affluent cohort many of whom move here to raise and educate their children due to the exemplary success of its state schools. Are the Local Authority seriously prepared to gamble with that reputation?

The inevitable expansion needs to go back to the drawing board and find a way to ensure that progress is not at the expense of local children - both those now and in the future. We should be investing in their health and well-being and the quality of their school experience. Not taking away their space and freedom because of an ill-conceived and misguided plan.

Please lift your heads from figures and plans, targets and metrics for a moment and think about the children. Focus on what they need (which is not as prosaically simple as "a school place") and make every effort to provide it. We are not the future of Bath, they are. I object to the Council's proposal to expand Bathwick. As an educator, I feel that these

proposed plans would be highly detrimental to the education of Bathwick pupils and harmful on a number of fronts.

I urge the Council to withdraw its plans for the proposed expansion.

I am particularly concerned by the quality and area of land for the expansion and the implications this has for the outdoor space. I'm very aware that unless outdoor space is prioritised at the feasibility stage of a project, good quality landscape is difficult to achieve at a later stage. The current sloping school site is a case in point. Although the site is rich in experience, the demands on the space mean there is constant conflict between ball games and other uses, and the Key Stage 1 pupils have a very limited level area for play. Contrary to their success in B&NES sporting competitions, Key stage 2 pupils are disadvantaged by lack of access to playing fields, and are limited to single tarmac netball court for all their team sports.

The proposed changes are the first opportunity in 30 years to rectify this situation. I would consider expansion only if the amount of useable outdoor space is increased at least to that required by statutory requirements but would add a caveat that if a site is not level or has other physical restrictions, the 'land take' required may be greater than noted 'on plan'. This is an important consideration if optimum use is to be made of the site, and should not be overlooked early on.

Whether the school remains at its current capacity or increases in size, all future pupils should have better access to good quality outdoor space, including well-designed, properly implemented areas for team sports, outdoor play and learning.

We object as we believe there is not enough space available to provide a two form entry school with adequate space for both learning and play.

Bathwick is an excellent school where all ages of children interact with each other daily and greatly benefit from this. Splitting the school onto essentially separate sites will damage the ethos of the school.

St. Nicholas' C of E Primary School, Radstock

Total responses received: 5

From: Parents: 3

Local Residents: 2

Objections: 4 Support: 0 Comments: 1

Parents:

I am very concerned about the scale of the enlargement and impact on the school's character and learning environment.

Happy with the school - they are caring, friendly and approachable. The receptionist knows me and my children, as do teachers - even staff who haven't taught them. A lot of that friendliness and sense of community will be lost.

I am shocked at the percentage increase proposed. If full, it will be almost double the number of pupils. The pressure on communal spaces will be awful. There are already two lunch sittings, pupils are working in corridors in small groups, finding a room to meet in can be tricky. This will have a detrimental effect on learning and change the school's character.

How has this decision been arrived at - my understanding is there are other schools locally where numbers are low.

I believe you will lose parents who fear their child will be lost in a large school.

My eldest is quiet and could easily have been overwhelmed in an atmosphere which will be noisier and harder to manage unless it becomes more regimented. Special needs children e.g. autism, could struggle. Currently it feels staff are able to cope with children needing additional support but I fear this will become overwhelming.

Radstock is a challenging area with many needs – there will be challenges for such a large school. I think the school is able to nurture the children - I fear this will be lost with so many children and parents with needs.

How accurate are these predictions and what alternatives have been looked at? It will be a real shame if the character of the school is lost and the nurturing, care and education of the children is overlooked.

The school facilities are currently insufficient let alone with extra pupils. Restrictions are placed on numbers of parents attending school performances etc. How will circa 700 parents be accommodated if the proposal goes ahead?

The enlargement is not phased and will have a negative shock impact on the school and wider community.

Loss of small community feel/ethos of the school. My child will not cope with such large numbers and we will be looking at other smaller village schools (as will many parents) if this goes ahead. This is already happening.

The proposal says there are no other schools capable of taking more pupils. Incorrect – St. Mary's in Writhington, Kilmerston and Trinity. Trinity has space to expand and the same building layout so why does St. Nicholas' have to take them all?

Loss of outside play space - this has already been reduced in size by the nursery relocation.

Loss of Library and open learning spaces which are in constant use - more congestion will mean more issues.

Building on a known flood plain.

Loss of green space going backwards on the Forest school concept being developed. Socially deprived area.

Higher than average SEN. Children need a feeling of belonging, not just being one of a crowd.

Increased traffic flow on already congested road.

Parking in the town has been dramatically reduced by the new houses (loss of one entire car park behind Victoria Hall).

Local Residents:

There is chaos at the start and end of the school day caused by parents flouting all parking restrictions. Vehicles are parked all along Meadow View restricting access for residents, on the corner of Meadow View and pavements obstructing the view of oncoming traffic when turning out, parked in field gateways, half-way up Kilmersdon Road restricting the road width. They park anywhere they can to minimise their walk to the school with no consideration for other road users, particularly in inclement weather. Parking Wardens are never in attendance to control or penalise offenders. More places will only exacerbate this problem.

The noise from the children in the school playground shouting and screaming, accentuated by the noise from the wheels of ride-on toys is intolerable. This will only get worse if the school capacity is increased.

The existing building had to be built on a raised mound to lift it off the flood plain therefore any extension would have to be raised incurring unnecessary expense. Where would there be a playground and sport field? The current playground quickly floods under several inches of water after rainfall.

There is already a serious problem with parking. Any school day, vehicles are parked a considerable way up Haydon Hill and residents in Meadow View (many have no access to park their cars off road) cannot always park, let alone close to their home! The drastic

drop in car parking facilities in the town has exacerbated the problem - unless this is confronted with any planning development, I despair of what might ensue.

When the current school building was in the 'planning stage' locals were informed through the post. This time I have only heard about this development through one of my local Councillors. Then several residents objected because the current 'hot tub' building was supposed to have a sedum roof (and several other eco-friendly innovations) but we did not think this fitted in with the Conservation Area status. I doubt the new plans will be any better. Hopefully, the other attraction (buy one, get one free – referring to Trinity School) will not be applicable this time around.

Whitchurch Primary School, Whitchurch

Total responses received: $13 + 48^* = 61$

From: Parents: 7

Parents and Local Residents: 2 + 48* = 50

Other Interested Parties: 2 Neighbouring Local Authorities: 2

Objections: $8 + 48^* = 56$

Support: 0 Comments: 5

*51 individually signed copies of a standard letter objecting to the proposal were received, stating that the response was from a parent at the school as well as a resident of Whitchurch village. 10 were from the Village and 41 from further afield. Comments are listed under Parents and Local Residents section below. 3 of the copies were from parents who had also responded with objections by email.

Parents:

Parking and the road is already dangerous, causing the residents problems, without increasing this figure by 33%.

The school is already failing - it seems ridiculous to add more children to the problem. The playground barely fits the current children.

Catering is already a massive problem with children rushing meals to make way for the next children.

The school would benefit from a nursery and SEN unit as pupils with additional needs aren't supported as well as they could be with a special unit.

How is the expansion of half a year group going to work? Is this going back to previous attempts of having mixed year groups? Will there be two classes per year? I would not be happy with my children being in a 45 pupil class. I don't feel that any of the classes should be changed and additional children added or mixed with different years.

Not fair on the pupils to have to learn under construction noises. It will be like a builder's yard, they will lose a lot of space whilst this is being built and it will disrupt their learning. I chose this school as it was only one class per year and has a village feeling. Everyone knows each other and the kids know everyone.

I have other children joining, I wanted them to have the same experience which won't happen if it's changed too two classes/more pupils to a class. I am very upset about this. I can't go to an alternative school as I don't drive and wouldn't get my child to Whitchurch and my other children to another school on time. My first child is looking forward to them starting. It wouldn't be fair to move them as they have all their friends.

I don't feel comfortable with my child who is due to start 2019 to be the guinea pig year.

There will be teething problems which will interrupt their learning - being the youngest it will be hard enough.

Because there is a new housing estate there should be a new school, not an old school disrupted to accommodate the housing.

I struggle to get to and from the school on the small paths as it is. Let alone when there is more children.

Where will the additional teaching funding come from?

The school is not yet Ofsted Good and does not have any outstanding areas. Putting additional pressure on resources and staff at this point does not seem a logical plan. Class sizes of 30 are already large - taking them up to 45, even at Key Stage 2 is madness!

Children need to be able to focus on their lessons. Larger classes mean more distractions and teachers less able to spend time individually with children or oversee their tuition properly.

It puts additional strain on the teachers who, according Ofsted, are not always able to tailor homework/activities to individuals. Adding 50% to class sizes will not help. Part of the charm of the school is its small size and single form entry. If the expansion is granted I will definitely consider other options for my children.

A more appropriate expansion would be to increase the number of classes not the size of them. Have those classes grow in size naturally over time. Doing this could assist the school in upping its Ofsted rating rather than putting additional pressure on it.

The expansion could involve class size expansion and mixed age classes rather than an additional class in each year group. I have huge concerns about this. The school has been classed as Requiring Improvement. If children are not working to full potential currently how will increasing class sizes benefit them? And mixed age classes have proven to not work in other local authority schools.

My priority is my children's education, to increase Key Stage 2 classes at a critical time for learning does not make sense. You should act in the children's best interests - all I can see is to fulfil the places quota so the housing application submitted for Whitchurch can go ahead. Parents urge you to look at the pupil's best interests and expand the school with this in mind.

In January 2017 the school was given its second Ofsted rating of Requires Improvement, the same as the previous inspection. The school is working extremely hard to raise standards but the quality of teaching, learning and outcomes are still rated below standard, so we believe expansion at this time will be detrimental to children's education, as this will no longer be their primary focus/aim.

The Governors have said that the proposed increase of 105 pupils could be added anywhere across the school age range. Guidelines permitting, Key Stage 2 class sizes will therefore increase from 30 to 45. Budgets are generally stretched - would additional funding be available for extra teachers, to cover the increased class sizes.

For a school the size of Whitchurch, this can only mean mixed year groups, mixed abilities, etc., which becomes a minefield to implement.

The school building is over 100 years old, with very small classrooms, corridors and limited space. The hall can currently host a full school assembly - would this be possible with the additional numbers. This loss of pupil interaction would be a huge loss to the existing pupils.

It states that an additional adjacent area of land would be added to the site. We presume this will be for the additional classrooms required.

The land either side of the school is already developed, so no space to increase the hard play space. When the field is 'out of bounds' due to weather, there is insufficient play area for pupils our children tell us. Very serious concerns, that if the building did go ahead, there is no access to the adjacent land than through the existing school from the A37.

Has any consideration been given to the construction process and how vehicles will access the site. It is very likely that it will be a traditional build as there is such limited access for modular cabins to be delivered, so the build would take longer than the six week summer holidays, introducing a significant safety risk to the pupils.

The school is situated on the A37 and is very heavily congested at most times - we believe that this will increase. Traffic regularly queues beyond the village in all directions. There is little scope for mitigating measures on the approaches to the school.

On numerous occasions the school has requested a 20mph speed limit - this has been refused on the basis that further congestion would result.

There are limited busses so additional car journeys are inevitable. The school is within walking distance from many parts of the village but in todays' car-reliant lifestyle, the reality is parents will drive and park close to the school not walk.

Under the current school policy, pupils are not permitted to cycle to school unless in Year 6, deterring younger pupils from walking or cycling.

The walking routes are very narrow and potentially unsafe, further compounded by lack of quality street lighting and low numbers of safe crossing points.

The additional traffic will exacerbate congestion and parking issues in the village as well as increasing air and noise pollution

The additional land for the expansion must be the historical railway line. This land is greenfield with established trees providing an excellent habitat for wildlife. Removal of this would adversely affect wildlife many of which are protected species.

The increased pupils will result in a direct increase in noise pollution, a mere 3dB increase is the equivalent of doubling the level for the human ear.

A retirement home is located adjacent to the school – an increase in noise pollution for residents and inconvenience this may cause.

I believe that expanding the school will have a negative impact on my children's education.

My children would benefit from being in a smaller/village school with an intake of 30 - one class per year. They would have struggled in a larger school. An expanded school would remove parental choice as all other local schools have 60 or 90 pupils per year.

The school is Ofsted Requires Improvement - how can increasing class sizes help the school improve its performance?

A large proportion of children live in the Bristol area. Could the places required be provided by giving priority to children living in Whitchurch Village in B&NES?

The school is on a very busy road with limited parking - concerned about the increase in traffic and pollution and impact on road safety around the school.

Where will funding come from for ongoing extra resources? E.g. extra teaching staff, books, computers.

Class sizes are large enough already - to increase some to 45 per class is ridiculous. Children's education will suffer due to disruption, reduced individual teaching time reducing or eliminating a child's individual needs, children's abilities are all different and these would not be catered for due to lack of time. Mixed classes seem ridiculous as each year has their own curriculum to follow.

A small village around a very busy main road, traffic during school drop off and collection is appalling - this is only going to get worse. Many people drive, there is very limited parking, cars park in residential areas as well as on pavements, on corners of junctions, etc. To add more cars is ridiculous.

It seems it has just been a case of build houses and expand the school! If more houses are being built then maybe a new school, doctor's surgery, etc. need to be built as well. Are other schools in B&NES having their class numbers increased?

Parents and Local Residents:

Increasing Key Stage 2 classes to 45 in an already under performing school is preposterous. The recent Ofsted states the school 'requires improvement' and is especially falling short in its quality of teaching, learning and assessment and outcomes for students - most particularly in Key Stage 2.

The impact of large classes on children's attainment is well documented. One study states that it reduces the time students actively engage with each other, it increases disruptive behaviour, it reduces the time teachers can spend with each pupil, it reduces the material the teacher can cover, it can eliminate many methods of assessing students and it can reduce the learning by restricting the kind of teaching methods employed.

According to research, pupils in smaller classes consistently performed higher on standardised tests in both maths and reading.

An article published by a prominent figure at a University states, 'from experience alone, we can state with full confidence that large class sizes have, are and continue to wreck many positive advances in education and learning - the future of our children does not look good if we continue to ignore this fact'.

There is already severe traffic congestion along this stretch of the A37, to increase this would be ludicrous. There is heavy congestion daily, utter chaos around the school and surrounding roads due to blocked roads and poorly parked cars. This congestion, with inconsiderate and dangerous parking, has already led to several near misses with children put in danger by vehicles mounting or getting incredibly close to the pavement outside the school.

To increase this traffic by potentially another 100 cars, without putting a strategy in place to ease current congestion and provide safe parking, would be putting our children at risk of injury or death.

The likelihood of parents walking their children to school is small as most of the new pupils will come from households where parents work, dropping them to school in the car enroute. Also, many of the additional pupils are expected from the new housing in Staunton Lane, which does not have a good walking route to the school.

Other Interested Parties:

We are very concerned about the impact the enlargement will have on the traffic and car parking in Whitchurch. The A37 through Whitchurch is a very busy road and even more so at school times.

We are situated close to the school and are experiencing huge problems with parents using our car park. It is extremely difficult to get parents to park elsewhere and these spaces are needed by those members of the public using the facilities here. Frequently people get blocked in and there is also a safety aspect with both children and cars trying to get in and out.

If the situation gets worse, as it obviously will with more parents driving, we shall have to put a barrier across our driveway. This will be very costly for us and inconvenient for those using the facilities or with a right of access across our property.

We would urge you to find a designated parking area or failing this provide the funds for a barrier to protect our car park from unauthorised trespass of additional school users.

This would hopefully mitigate the severe inconvenience endured by ourselves, those using the facilities and those with a right of access.

We have concerns regarding the location of the school and safe routes to it.

The speed of 30mph outside the school has been a concern for many years but requests to reduce the speed for the safety of children walking to school have been turned down. Many other local schools have a reduced speed of 20mph.

HGV vehicles are causing air pollution.

Parking issues around the school will increase with extra pupils and no parking facilities. Cars park on double yellow lines obstructing those walking to school and local residents.

The pavements along Staunton Lane from the Horseworld site are very narrow in places, making them unsafe and impossible for buggies or wheelchair users.

There are no safe crossings from the Horseworld/Sleep Lane sites to the opposite side of the road, which will be required.

A copy of the Neighbourhood Plan (NP) Risk Assessment of the safe routes to school will be sent in with this response.

The aspiration from the NP is for a new larger school to be built in a more sustainable location.

Neighbouring Local Authorities:

North Somerset Council and Bristol City Council - no reason to oppose the expansion of the school to meet basic need in its (B&NES) local area and no objections.



Bath & North East Somerset Council			
MEETING:	Cabinet		
MEETING DATE:	12 April 2017	EXECUTIVE FORWARD PLAN REFERENCE:	
TITLE:	Heritage Services Business Plan: 2017-2022 update		
WARD:	All		
AN OPEN PUBLIC ITEM			
List of attachments to this report: Annexe 1 – Heritage Services Business Plan 2017-2022			

1 THE ISSUE

1.1 This is the second update of the Heritage Services five-year Business Plan 2015-2020 that was approved by Cabinet in February 2015. It covers the five financial years from 2017/18 to 2021/22, and has been prepared following the annual indepth review of business activity. The revised Plan includes an analysis of the risk involved.

2 RECOMMENDATIONS

The Cabinet agrees to:

- 2.1 Approve the Heritage Services Business Plan 2017-2022;
- 2.2 Confirm that it wishes Heritage Services to continue to work to the business principles agreed by the Council Executive in 2004, as amended;
- 2.3 Approve the deferral of £100k of Approved capital expenditure on the implementation of the new Visitor Management System from 2017/18 to 2018/19;
- 2.4 Note that at its February meeting Cabinet gave Provisional Approval to the following capital projects:
 - a) Archway Centre Public Realm improvements at a cost of £226k to support funding already identified through the Roman Baths Infrastructure Programme and the Public Realm Improvement Programme to deliver essential safety and public realm works in the immediate area of the new Archway Project;
 - b) Roman Baths & Pump Room Infrastructure Programme totalling £495k including replacing heat-exchange equipment (£250k) and existing electrical

distribution equipment that is at maximum capacity and no longer fit for purpose (£45k).

2.5 Note the investment contained within the Business Plan and approve the procurement of goods and services necessary to carry out this investment.

3 FINANCIAL IMPLICATIONS

- 3.1 The financial information contained within the Business Plan supports the Council's current Medium Term Financial Plan (MTFP) and the proposed Council Budget for 2017/18.
- 3.2 The Plan demonstrates how Heritage Services will attempt to increase its profit in order to meet savings targets required by the Council budget in 2017/18 and to generate further increases in return to the Council in each of the following four financial years to 2021/22. If fully achieved this may deliver a stretch target above the Heritage Services 2017/18 MTFP level which will help support the Council's 2017/18 budget.
- 3.3 Following a better-than-expected performance in 2016/17, the Service has also set an ambitious stretch target for 2017/18 to increase its profit to £6.7Million through improving current performance yet further. To achieve this, current visitor levels and yield will need to be sustained and increased in 2017/18.
- 3.4 The MTFP target and additional stretch target assume no adverse effects on visitor attractions or visitors' propensity to travel caused by significant economic, environmental or geo-political events during 2017/18. Performance will be closely monitored throughout 2017/18 and, if targets are fully achieved, Heritage Services MTFP targets will be rebased in future years to recognise the increased performance in 2017/18. This has the potential to generate further increases in return to the Council in each of the following four financial years to 2021/22.
- 3.5 The Plan incorporates and updates all of the assumptions made in the Heritage Services <u>Business Plan 2015-2020</u>, with three significant additions:
 - A further increase in admission prices in 2018 similar to that made in 2017;
 - Visitor numbers will increase to match current year (2016/17) performance;
 - The visitor "mix" is amended to match current year performance.
- 3.6 The updated Plan incorporates two new Strategic Review initiatives totalling £340k. A further £50k p.a. will be removed from the cost base following an internal review.
- 3.7 Heritage Services generates external income for the Authority of over £18 million p.a. If the stretch target is achieved, this will increase to £20.5 Million p.a. by 2022. This income is a strategic resource for the Authority, and represents a direct contribution to its finances from the local visitor economy. There are also indirect contributions via parking fees and the impact on rental values of Commercial Estate shops. The economic impact survey undertaken by the University of Bath in 2012 indicated that the Roman Baths levers £107 Million p.a. into the local economy.

- 3.8 This Authority is unique in the country in operating its museums service at a net surplus ("profit"). The net surplus earned for the Council by Heritage Services since the inception of Bath and North East Somerset Council has totalled c.£79 Million.
- 3.9 In financial year 2017/18 the target profit of £6.075 Million represents a reduction in each Council Tax bill in the district of c.£77. For example, the average Band D Council Tax bill would be c.£89 higher without this contribution to the Council's finances.
- 3.10 The Plan identifies the level of risk associated with assumptions on visitor numbers and spend (income), together with the increasing difficulty that will be experienced in achieving further increases in profit in future years. The annual profit targets contained within the Plan are challenging, and their achievement is subject to a range of sensitivities and risks, including both local factors and world events.
- 3.11 The Plan continues the on-going investment programme designed to improve visitor perceptions of value for money and thus continue to increase revenues, profitability and reputation. This includes both capital and revenue financed projects, including the cyclical refurbishment of the Roman Baths and its retail outlets.
- 3.12 The debt charges generated by capital investment are funded by planned increases in income generated by Heritage Services and are included in the financial projections that underpin the revised Business Plan. The increases in income generated by these projects are similarly included.
- 3.13 The investment proposed in the Plan does add pressure to the Council's VAT position. Based on current forecasts it is likely that the Authority could exceed its "partial exemption" limit at some point in the five years to 2021/22. The Heritage Services Investment Programme will at all times be managed with the Council's VAT advisors to ensure the Council does not breach the partial exemption limit.
- 3.14 The new Visitor Management System was included in the full capital programme agreed by Cabinet on 10 April 2013; in February 2015 Cabinet agreed to rephase (move) £60k from 15/16 to 16/17 and, in February 2016, to move the full budget of £100k (Retail £60k and Discovery Card £40k) to 2017/18. Delays and complications encountered in the implementation of the system in 2016/17 mean that implementation of this module needs to be deferred until 2018/19.
- 3.15 The figures reflected in the plan are incorporated in the Council's financial planning process.

4 CORPORATE

- 4.1 Heritage Services supports the Council Priorities in the following ways:
- 4.2 Tackling waste and increasing efficiency: the Service
 - runs at no cost to the local tax payer and returns a profit to the Council;
 - reviews its cost base and staff establishment annually;
 - works in partnership with others where possible.

4.3 **Delivering new homes and jobs:** the Service –

- employs 223 staff and invests in their development;
- promotes apprenticeships and other employment initiatives;
- informs and assists the planning process with Record Office resources;
- the Roman Baths levers £107 Million p.a. into the local economy.

4.4 Improving local transport: the Service –

- promotes use of Park & Ride and public transport in its publicity;
- encourages people to walk between our attractions.

4.5 Investing in our area's young people: the Service –

- gives local schools free admission to the Council's museums;
- organises formal and informal learning opportunities;
- plans to create a major new Roman Baths Learning Centre;
- works with local schools, colleges, universities, independent museums and heritage bodies.

4.6 Supporting cleaner, greener and healthier local communities: the Service –

- uses energy from the hot springs to heat the Pump Room complex;
- minimises delivery miles of food and retail merchandise;
- actively recycles everything it can;
- promotes museums and archives as agents of wellbeing and social cohesion;
- participates in the Bath Business Crime Reduction Partnership.

4.7 Promoting greater choice and independence for older people: the Service –

- makes concessions for seniors in its admission charges;
- ensures there is adequate public seating in its buildings;
- consults with Age UK and the U3A on new developments:
- offers volunteering opportunities for older people in the Museums and Record Office.

5 THE REPORT

- 5.1 In September 2004 the then Council Executive decided that Heritage Services should be retained as an in-house service and should operate as a business unit with substantially improved operating arrangements focused upon:
 - Sustaining and improving the annual profit generated for the Council;
 - Improving the visitor experience; and
 - Conserving the historic assets for present and future generations to enjoy.
- 5.2 This approach has been highly successful, with annual profit growing by over 100% in the years from 2005/06 to 2016/17.
- 5.3 The approved operating arrangements included the introduction of rolling 5-year profit targets for the Service, to be set by Council and included in the Corporate Financial Plan, with financial performance presented in fully inclusive accounts outside normal local authority conventions. This operating model ensures that a holistic approach is taken to decision-making and that all resources required to sustain and generate income flows are fully aligned. As a business unit working to business principles already approved by the Council, Heritage Services absorbs

- all costs, including those cost increases that are funded corporately for all other Council services.
- 5.4 The approved operating model allowed the Service to embark upon a long-term programme of development work on the site to conserve the ancient fabric, enhance the visitor experience and protect and develop the income streams to the Council. All such investment is subject to a detailed annual business case including prudent provision for the costs of borrowing and VAT implications. The Executive also approved the convening of an informal Advisory Board to validate the business case for the investment proposals.
- 5.5 Annual profit is calculated net of all costs, including capital charges, all investment streams (including the maintenance and development of assets) and a full allocation of corporate overhead. In order to deliver the operating model, the Service carried out a restructure in January 2005 to ensure that front-of-house operational and back-of-house building-related activities are fully integrated so as to provide a high-quality experience to daytime and evening customers. This structure remains appropriate to the Council's business requirements today.
- 5.6 The Council's Budget Management Scheme provides flexibility for business units to address profit targets on a medium term basis, rather than within individual financial years. The Heritage Services profit reserve that is hypothecated within General Reserves can therefore be used to carry forward surpluses or deficits from year to year in order to achieve the increases in profit required across the five financial years covered by this Plan.
- 5.7 The previous business plan provided for a "step change" in investment to achieve and sustain a significant increase in trading income. The current plan provides for this level of investment to be sustained and modestly increased.
- 5.8 The 2017-2022 Business Plan summarises how the Service has performed when benchmarked against other leading visitor attractions. Detailed commercially-sensitive information is provided in the exempt appendices which will be available to Cabinet Members upon request. The Plan assesses the risk associated with assumptions on visitor volumes, including the threats posed by the development of competing visitor attractions, and sets out a business, pricing and marketing strategy to maximise income earned from the visitor market.
- 5.9 The Council's Senior Management Team (SMT) has recognised that Services operating commercially should be empowered to use systems and processes that are fit for purpose, rather than those designed purely for traditional municipal services. All systems and processes, including procurement processes, are reviewed and amended by SMT to ensure that they support and enable the effective delivery of business plans by business units across the Council. When required the Heritage Services Advisory Board will provide expert input to support this review.
- 5.10 A new post of Facilities Technical Officer will be created in 2017/18 to increase capacity for planning and delivering the investment programme included in this Plan. This post, together with additional in-house payroll support, will enable Heritage Services to address the increasing demands of corporately-managed processes.

5.11 The joint 'saver' ticket to the Roman Baths and Fashion Museum was extended in 2015/16 to include admission to the Victoria Art Gallery's large temporary exhibition programme. Gallery opening hours were temporarily extended in 2016 to align with those at the Roman Baths and Fashion Museum; this experiment was found to be commercially beneficial and the new opening hours have been made permanent.

Investment.

- 5.12 The Plan also outlines the investment required to achieve and sustain income and profit levels on an on-going basis. Unlike many attractions that have a large membership or local visitor base with many repeat visitors, the Roman Baths must attract one million *different* visitors each year.
- 5.13 Revenue investment to maintain standards and protect / develop income streams will continue to be made in the quality of the daytime visitor experience such as presentation, interpretation, marketing, shop refurbishment and staff training; and the standard of daytime and evening customer facilities such as toilets, room hire facilities and equipment renewal.
- 5.14 Capital investment will continue to be made in the infrastructure of the Roman Baths & Pump Room complex, such as monument and building conservation, and will include in 2017/18 replacement of the site's electrical distribution panel, which is old and at full capacity, and the replacement of the energy capture equipment installed in 1992 with a new state-of-the-art system below water-level in the King's Bath.
- 5.15 The Archway Project: this capital project to create an all-new Roman Baths Learning Centre and on-street free-access World Heritage Centre has Full Approval from the Council. During 2016/17 the project received a Heritage Lottery Fund grant of £3.376 Million, major grants from the Clore Duffield Foundation (£250k) and Garfield Weston Foundation (£75k), as well as numerous smaller grants and philanthropic donations. Work will begin on site in 2018 and should be complete by late 2019.

Forward Planning.

- 5.16 Roman Baths Development: during the lifetime of the five-year plan, proposals will be drawn up to review and bring forward investment proposals to update the first round of 'Roman Baths Development' revenue and capital investment instituted in 2006-2011, including a major refit of the main Roman Baths Shop.
- 5.17 <u>Fashion Museum</u>: work will continue with the Regeneration Team and Property Services on a strategy for the sustainable long-term success of the Museum, now considered one of the top 10 fashion museums in the world. This will seek to build on the burgeoning scale and reputation of the Bath Spa University Fashion & Textiles courses, with which the Museum has a mutually beneficial partnership.
- 5.18 <u>Victoria Art Gallery</u>: work will continue on the current investigation into the business case for extending the Gallery into the void behind it and potentially connecting with the riverside colonnade and Guildhall complexes on either side, to reduce the Gallery's carbon footprint and make it more financially sustainable.

5.19 <u>Bath Record Office</u>: building on the current 10:100 initiative to extend its service in its existing location, work will continue with the Regeneration Team and Property Services to identify an opportunity to create a fully-accessible one-stop-shop 'history centre', along the lines of contemporary developments elsewhere in the UK.

6 RISK MANAGEMENT

- 6.1 The report author and Lead Cabinet member have fully reviewed the risk assessment related to the issue and recommendations, in compliance with the Council's decision making risk management guidance.
- 6.2 The Plan is underpinned by extensive and integrated modelling of all key visitor, income and cost assumptions and is sensitive to normal tolerance on the business model and its assumptions. However there is a risk that the profit targets for 2017-2022 will not be achieved, both due to the sensitivity of planning assumptions and to national and international economic factors. The Robustness of Estimates statement for the Place Directorate will include provision for this risk in the financial year 2017/18.
- 6.3 Significant economic, environmental or geo-political events during 2017/18 could cause a drop in visitor numbers with an adverse impact on income and therefore profit returned to the Council.
- 6.4 The closure of York Street for structural repairs will not impair access to the Roman Baths and Pump Room complex for daytime visitor numbers or people attending evening functions. However coach groups offloading at North Parade may be re-routed via Orange Grove and Marshal Wade's Passage into Abbey Church Yard. As groups are nearly all pre-booked the Service has contact with them and will be able to give them prior warning.
- 6.5 A bigger concern will be the effect of noise from construction work on the quality of the daytime visit to the Roman Baths. Evening work in York Street could also disrupt civic, corporate and private functions in the Baths below and 'sunrise weddings' at 8am could also be affected. Evening work will also affect the evening torchlit opening which extends to 10pm between 17 June and 31 August.
- 6.6 A new item concerning these issues will be added to the Service's risk register.

7 EQUALITIES

7.1 An Equalities Impact Assessment of the Heritage Service Business Plan was undertaken as part of the wider Service equalities impact action plan that looked at all business and non-business activities across the Service.

8 RATIONALE

8.1 Heritage Services operates as a business unit, with annual profit targets and investment levels agreed corporately on a rolling basis. The business strategy to achieve these targets is detailed in a Business Plan ('The Plan'), reviewed and revised each year. The Plan provides a fully integrated approach to income generation and the investment necessary to achieve it, and is aligned with the Council's corporate aims and objectives.

8.2 In 2010 the Audit Commission commended Heritage Services for its achievements in value-for-money and for the business systems that enable these to be made as part of their assessment of the Council's 'Use of Resources'. A review of governance by the Council's internal audit service in 2013/14 rated the current arrangements as 'excellent'.

9 OTHER OPTIONS CONSIDERED

- 9.1 The process of revising and updating the Business Plan has involved consideration of a number of different pricing, marketing and investment options. The financial and business effects of these options were modelled and evaluated. The business strategy attached recommends a coherent and integrated series of decisions that are most likely to enable the Service to meet the targets required of it by the Financial Plan and sustain this level of performance in future years.
- 9.2 Another option would be for Heritage Services to cease functioning along the business lines of the past eleven years and return to being a conventional local authority museum service. The absence of investment would lead to a loss of focus and competitiveness and result in falling revenues to the Council. This course of action is not recommended.

10 CONSULTATION

- 10.1 Cabinet members; Heritage Services Advisory Board; Staff; Service Users; Local Residents; Section 151 Finance Officer; Monitoring Officer.
- 10.2 Work on the Business Plan has involved consultation with a number of people and agencies:
- 10.2.1 The Strategic Director 'Place' and Divisional Director 'Community Regeneration' have been consulted; the Heritage Services Advisory Board was consulted, in particular on investment plans. This Board advises the Cabinet Members for Finance and Efficiency and Economic Development and the Chair of the Planning, Housing and Economic Development Policy Development and Scrutiny Panel.
- 10.2.2 Ongoing sectoral liaison and benchmarking through the Association of Leading Visitor Attractions (ALVA) has ensured the best possible market intelligence;
- 10.2.3 Colleagues in Finance were also fully consulted and involved:
- 10.2.4 Visitor feedback is gathered and analysed during the year to inform the decision making process.

11 ISSUES TO CONSIDER IN REACHING THE DECISION

11.1 Customer Focus; Economic Development; Sustainability.

12 ADVICE SOUGHT

12.1 The Council's Monitoring Officer (Divisional Director, Legal and Democratic Services) and Section 151 Officer (Divisional Director, Finance) have had the opportunity to input to this report and have cleared it for publication.

Contact person	Stephen Bird, Head of Heritage Services: 01225 477750
Sponsoring Cabinet Member	Councillor Patrick Anketell-Jones (Economic Development)
Background papers	Report of the Council Executive, Thursday 14th October, 2004
	Report to Cabinet, Heritage Services Business Plan 2015-2020
Please contact the rep	ort author if you need to access this report in an alternative



Annexe 1

Bath & North East Somerset Council

Heritage Services Business Plan 2017–2022

Contents.

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Attachments:

Further details are provided for Cabinet Members in the confidential attachments.

I. Summary.

This is the second update and revision of the Heritage Services <u>Business Plan 2015-2020</u> ('The Plan') adopted by the Cabinet in February 2015. The first update was approved by Cabinet in February 2016.

The Plan aims to grow annual profit by £1.6 Million (32%) over the next five financial years, so that by 2021/22 annual profit will be £7.9 Million p.a.

In order to achieve these challenging business targets the Plan continues the strategy adopted in 2015 and reaffirmed in 2016. This will mean:

- Keeping Roman Baths visitor numbers at unprecedentedly high levels;
- Keeping admission charges amongst the highest in the country;
- Sustaining staffing and investment to support large price increases and improve visitor satisfaction.

The Plan also includes measures to meet the extra Strategic Review targets of £250,000 and £90,000, with cost base savings of £50,000 in 2017/18 and 2018/19 as a result of the Ernst & Young report 2016.

The Service will continue to invest to protect and conserve the Council's heritage assets, improve the visitor experience and develop commercial performance.

The Service will deliver the Archway Project and investigate options for the long-term future of the Fashion Museum and Bath Record Office and for the development of the Victoria Art Gallery to improve its long-term financial sustainability.

The Plan continues to address the key issues identified by the high-level options review of Heritage Services' governance arrangements and development opportunities led by Winckworth Sherwood (WS) in 2013/14.

2. The business unit.

The Council established Heritage Services as an internal business unit in 2005. It approved bespoke financial arrangements to give the Service the freedom and agility to plan and to implement investment, pricing and marketing decisions and to deliver in return an agreed surplus for the Council.

The Service is unique in the UK in operating at no cost to the local taxpayer. It returns a net surplus of over £5.5 Million p.a. to the Council, measured on a full cost basis. Within the Council it is unusual in self-funding **all** cost increases, including increases in employer on-costs and other fixed costs.

In 2017/18 the Service will return an agreed corporate net surplus of £6 million with a Heritage Services stretch target of £6.7 million.

Through its rolling 5-year business plan, the Service maximises the commercial opportunities offered by the Council's world class heritage assets. Using planned re-investment of a proportion of its earned income, the Service conserves and develops these assets, maintains and extends the audiences who enjoy them and protects and enhances the income streams earned through them.

Performance, business planning and investment strategy are reviewed by the Heritage Services Advisory Board of external specialists in governance, finance, museums and visitor attractions, who advise Cabinet Members and the Scrutiny Panel Chair on the soundness of the Service's business plan.

3. Business philosophy.

The Service does not seek to maximise income to the exclusion of other considerations. The business strategy is to maintain the sustainability of three interdependent areas of activity:

- Conservation preserving our unique heritage
- Customer care improving the visitor experience
- Commercial development remaining competitive and maximising income-earning opportunities

This business philosophy is characterised as the 'tripod of sustainability' in Figure 1 below.



Figure 1. The Tripod of Sustainability.

This model argues that, to ensure the long-term sustainability of the Council's irreplaceable heritage assets, equal attention must be paid to each of the three key areas of activity. It demonstrates that the more one disturbs this balance by unduly extending or contracting any one of the tripod legs, the less sustainable the Service becomes.

4. Long-term performance 2006 to 2016.

Significant investment through the Roman Baths Development programme since 2006 has improved the state of conservation of the ancient monument and enhanced the quality of the visitor experience. This has led to excellent visitor feedback, higher visitor numbers, increased income and a string of awards.

Since 2006 Heritage Services has:

- earned income (turnover) of £124 Million;
- made a total net profit of £40 Million a return of 32% on annual turnover;
- increased annual profit by over 80% to over £5 Million p.a.

Financial benchmarking against other leading UK visitor attractions has shown Heritage Services as a whole, and the Roman Baths in particular, to operate successfully in the competitive national and international attractions market. The current operation:

- is consistently in the top quartile for profitability;
- is consistently top quartile for income;
- has employee costs that are the lowest in the country.

Investment in conservation, the visitor experience and commercial development has increased over the last ten years, but is still at a relatively low level when compared with other national visitor attractions.

Admission charges across this period have risen by well above the rate of inflation. One would expect this to reduce demand, but visitor numbers have still increased significantly due to improvements in the visitor experience and consequent reputational gain.

The continuous black line on the graph at Figure 2 below demonstrates how the Roman Baths' headline adult admission charge has increased from 2006 to 2016, and particularly in the last two years. The dotted line shows the flattening of the Retail Prices Index (RPI) over the same period.

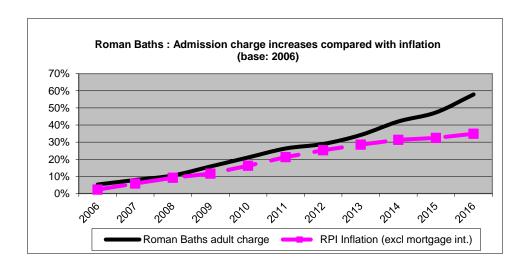


Figure 2: Roman Baths' admission charge increases compared with inflation (2006-2016).

In Figure 3 below the continuous line on the graph shows the growth in Roman Baths' total visitor numbers from 2006 to 2016. The broken line illustrates the 5-year trend which currently stands at nearly one million visitors p.a.

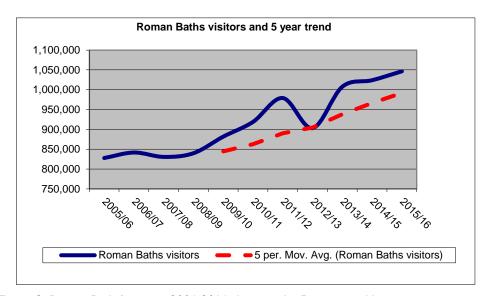


Figure 3: Roman Baths' visitors 2006-2016 showing the 5-year trend line.

5. Performance in 2015/16 and 2016/17.

The Winckworth Sherwood Options Review recognised the high performance of Heritage Services' commercial activities, but advocated better and bolder marketing campaigns to national and international markets. In response, the already successful summer evening marketing campaign undertaken was bolstered in 2016 by spring and autumn Roman Baths campaigns to encourage adult visitors at off-peak times. The Service also identified long-haul overseas visitors as a growing market with the potential to visit in the winter and as a result it increased its marketing to China and Korea in particular.

Visitor numbers at the Roman Baths hit record levels in 2014/15 (1,023,000) and 2015/16 (1,046,000), and will reach over 1,110,000 in 2016/17. The site was again close to capacity throughout the peak season.

The budgets for 2015/16 and 2016/17 assumed overall visitor numbers that were:

- at the upper end of the range consistent with providing a high quality visitor experience;
- consistent with the highest levels of visitor numbers ever achieved by the site.

The profit target was increased significantly for 2016/17, when performance has still been slightly above budget. On current projections profit will exceed the annual target by c.£667,000 (3.7% of turnover).

The table at Figure 4 below shows the total income and profit generated in 2015/16 and currently forecast for the financial year 2016/17.

	2015/16	2015/16	Increase /	2016/17	2016/17	Increase /
	Actual	Budget	(Decrease)	Forecast	Budget	(Decrease)
	£000	£000	£000	£000	£000	£000
External turnover (income excluding internal charges)	15,970	15,477	493	18,051	16,468	1,583
Net profit	5,516	4,995	521	6,350	5,685	667
Roman Baths visitors	1,046,000	1,010,000	+36,000	1,114,000	1,035,000	+79,000
Roman Baths average spend (income) per visitor*	£12.28	£12.23	+£0.05	£13.14	£12.97	+£0.17
* (admission income plus gross retail (& other sales) profit and café / restaurant commission)						

Figure 4: Heritage Services financial performance: 2015/16 and 2016/17

Financial performance benchmarked through the Association of Leading Visitor Attractions (ALVA)

Profitability: this has continued to be high and the Roman Baths remain significantly more profitable than most other top quartile attractions. The average admission price is well above top 25% score and retail sales per square metre are amongst the highest in the UK. Labour costs are still amongst the lowest nationally.

The Roman Baths was in the top quartile for:

- All 5 measures of profitability (again);
- Labour costs as a percentage of turnover;
- Admission income per paying visit (average ticket price);
- Total attendance;
- Income per employee.
- Net contribution per visit (up by 3% year-on-year).

Admissions: The Roman Baths performed well above the ALVA top quartile and ALVA median scores for average admissions spend per hour of visit. Over the last five years the average Roman Baths admission price has grown by 23%, while the ALVA top quartile average admission price grew by 22% over the same period. In 2015/16 admissions increased by 8% year on year, whilst the ALVA top quartile score grew by 6%.

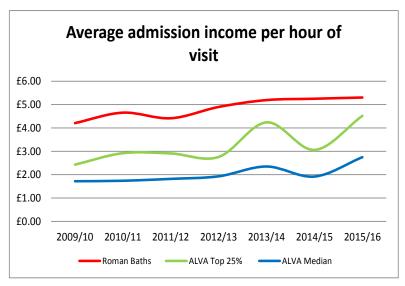


Figure 5: Roman Baths' average admission income per hour of visit.

Retail: the contribution (profit) improved by 1% year-on-year and was marginally below the ALVA median score, which did not grow on the previous year. Retail sales per square metre improved on 2015 by 2%, but transactions per visit (conversion rate) at the Roman Baths score again reduced year-on-year, due to the shops reaching saturation point during another year of record attendances. The Service has already expanded the Roman Baths shops to the maximum size that the building layout will allow.

<u>Marketing</u>: the marketing cost per visit was marginally above the median ALVA score for all attractions but was in the lowest quartile per paying visitor. Despite the increased

resource devoted to marketing (mentioned above), marketing spend is still less than half of the top quartile spend by all attractions.

Trend analysis.

The increase in income achieved from 2005/06 to 2013/14 was mainly due to increases in prices and average visitor spend.

The increases in income and profit since 2013/14 have been driven almost entirely by record increases in Roman Baths' visitor volumes. Budgets have been adjusted upwards to assume the continuance of these record visitor numbers. The resultant convergence of actual and budgeted performance is illustrated in the graph at Figure 6 below, which charts the 1-year trend in average monthly visitor volumes and day-visitor-related income.

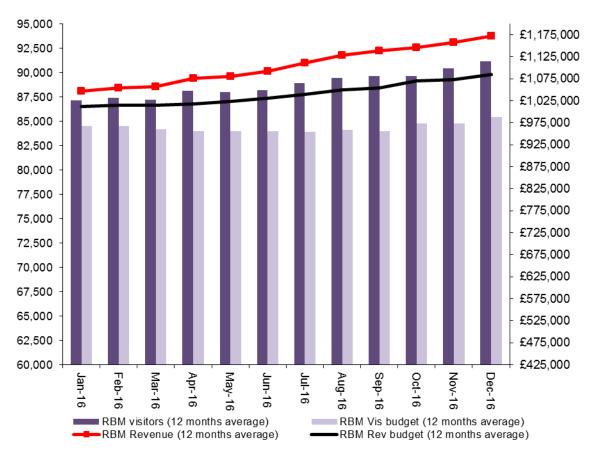


Figure 6: 12 month trend in average monthly Roman Baths' visitor volumes (left axis) and day-visitor-related income (right axis).

The short term trends illustrated in Figure 6 are reliant upon sustaining visitor numbers at the current unprecedentedly high levels. The budget proposed for 2017/18 and subsequent years assumes that these trends will be sustained at these record levels over the next five

years. Section 10 on Risk at p.21 below illustrates the financial impacts should these record short term trends not be sustained.

The Roman Baths is a very high price, high yield, high profitability operation in comparison to other major national heritage attractions. Admissions income is consistently amongst the very highest in the country, although further increases in secondary spend (retail and catering) are limited by the restricted space available.

Quality of Visit performance benchmarked through ALVA.

The visitors' perception of the experience offered is crucial to sustaining excellent performance, as it will determine the future popularity of the sites. This section shows the results of 'quality of visit' benchmarking of the Roman Baths against other ALVA members. It summarises the findings of exit surveys conducted in Autumn 2015, Spring 2016 and Summer 2016.

Overall visitor experience:

	Enjoyment (mean out of 10)	Value-for- Money (mean out of 10)	Net promoter score (likelihood to recommend)
All Attractions	8.7	8.3	+ 60
Museums & Galleries	8.7	8.7	+ 60
Heritage attractions	8.7	8.2	+ 61
Roman Baths	8.6	7.9	+ 62
Leisure attractions	8.6	8.0	+ 57
Highest score	9.5	9.4	+ 87
Lowest score	8.2	7.7	+ 32

Figure 7: overall quality of the visitor experience.

The Roman Baths is included in the 'Heritage' grouping, whose results are compared here to those of Museums & Galleries and Leisure Attractions. The results show that the Enjoyment and Value-for-Money ratings for the Roman Baths are slightly below the mean scores for All Attractions and the Heritage group. However the likelihood to recommend (net promoter score), a combination of all the quality-of-visit scores, is marginally higher.

Visit compared with expectations:

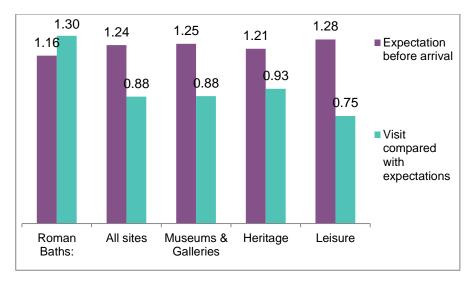


Figure 8: quality of the visit compared with prior expectations. The scoring formula is: 2 = much better; 1 = a little better; 0 = as expected; -1 = a little worse; and -2 = much worse than expected.

These results show that, very unusually, the visit to the Roman Baths is better than people expected it to be. This is probably because the site has little on-street visibility and the underground footprint – and consequent length of stay – are greater than people expected them to be.

Communications - prompts to visit:

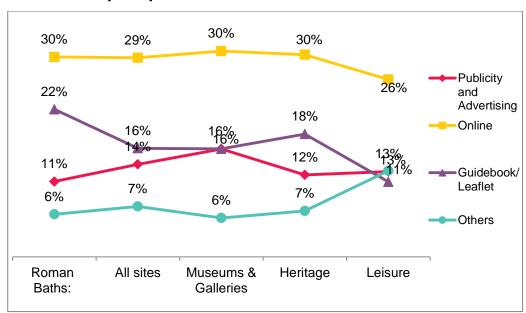


Figure 9: this graph shows the media that visitors used when planning their visit to the Roman Baths.

Online marketing became dominant in 2011/12 during the mobile 'phone revolution, and the value of printed materials such as leaflets and guidebooks continues to decline. The marketing channels used by the Service continue to adapt each year, keeping ahead of this trend, and the majority of the resource is now spent on online and social media marketing, especially to overseas markets.

Main motivation for visiting:

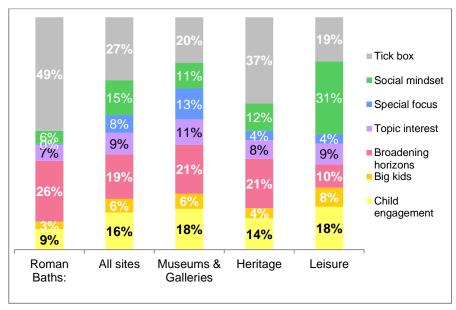


Figure 10: the very high 'tick box' response confirms the Roman Baths' status as a 'must see' attraction.

Heritage sites are the biggest "must see" attractions in the UK, but the Roman Baths is outstanding even in this category, reflecting worldwide awareness of the site.

Experience ratings: service delivery measures:

Site content measures	Roman Baths	Heritage Sites
Staff knowledge about the site / subject matter	8.81	8.95
Opportunities to actively participate in your visit	8.26	8.43
Opportunities to think or learn	8.76	8.63
Bringing the subject matter to life	8.72	8.61
What there is to do here	8.47	8.53
What there is to see	9.06	8.90
Information to explain features / exhibits	9.11	8.75

Touching your emotions	Roman Baths	Heritage Sites
Touching your emotions	7.80	8.20
Opportunities to relax	7.66	8.32
Overall atmosphere here today	8.65	8.73
Making you feel this is a place where you belong	7.98	8.30
Offering something very different	8.65	8.48
Being lively and exciting	8.24	8.15
Helping you bond with those around you	7.75	8.20
Being family friendly	8.56	8.75

Figure 11: the Roman Baths and its peer group of other Heritage sites.

The experience ratings of all major visitor attractions is high and therefore this is a challenging benchmark. The Roman Baths' particular strengths are in the site experience measures, namely the subject matter and how it is presented.

Retail usage:

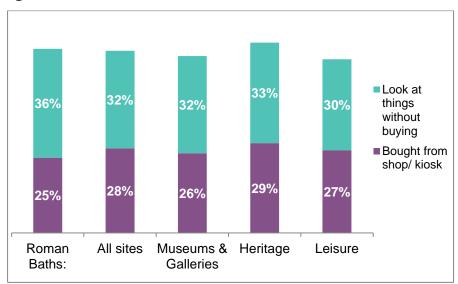


Figure 12: use of the museum shops compared with that at other ALVA sites.

The performance of the Roman Baths' shops continues to be broadly similar to that of shops in other ALVA attractions, despite the constraints of the main Roman Baths shop at peak times in 2016.

Visit history:

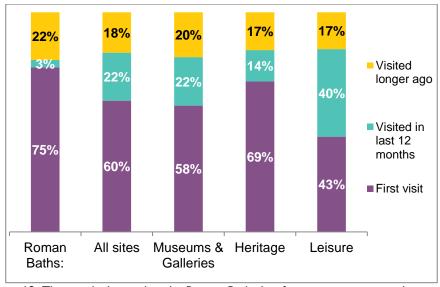


Figure 13: This graph shows that the Roman Baths has fewer repeat visitors than most other sites.

In addition to reaching c 750,000 new and different visitors each year, the Service also works hard to encourage repeat visitation by local and regional visitors, with new developments, stories and a special events programme. In the last five years, the repeat visitation figure has increased from 20% to 25% in total.

Dwell time:

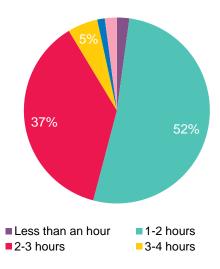


Figure 14: This graph shows that 89% of visitors spend between I and 3 hours in the Roman Baths.

The average dwell time in Spring / Summer 2016 was 112 minutes, up from 109 minutes the year before. This supports the strong Visit v. Expectation scores at Figure 8 above.

Age profile of visitors:

	Under 25	25-34	35-44	45-59	60+	Mean
	years	years	years	years	years	age
Roman Baths	17%	23%	19%	24%	17%	41
All Sites	11%	19%	21%	25%	24%	45
Museums & Galleries	13%	19%	21%	24%	23%	44
Heritage Sites	9%	19%	21%	27%	24%	46
Leisure Sites	12%	19%	23%	22%	24%	45

Figure 15: This table shows that the average age of Roman Baths' visitors is slightly lower than the mean across the attractions sector.

Although the Heritage sector scores lowest for visitors under the age of 25, the Roman Baths (whose score is subsumed within the 'Heritage' score) has a higher than average number of under-25s. This reflects the site's popularity with school and student groups as well as individual children. The overall age range has increased since the Roman Baths became fully accessible in 2015.

6. Business targets 2017-2022.

The targets in this Plan aim to grow annual profit by £1.6 Million (32%) over the next five financial years, so that by 2021/22 annual profit will be £7.9 Million p.a.

The Plan proposes measures that will achieve the increase in the first year (2017/18). The increase required over the cumulative five-year period will be achieved by using the Heritage Services hypothecated profit reserve to carry forward cumulative surpluses or deficits, illustrated at Figure 16 below.

The table at Figure 16 below demonstrates likely performance in each year based on the updated, detailed financial model that underpins this Business Plan. This shows that the targets should be achieved across the 5 years of the Plan. The over and underachievements each year are well within the margin for error on such a model. All assumptions will be fully monitored and reviewed as usual over the coming year and will be reflected in future revisions of this Plan.

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	(actual)	(forecast)	(proposed)	(proposed)	(proposed)	(proposed)	(proposed)
	000	000	000	000	000	000	000
External turnover	£15,970	£17,554	£18,001	£18,842	£19,393	£20,015	£20,577
(income excluding							
internal charges)							
Net Profit	£5,516	£6,227	£6,075	£7,210	£7,367	£7,657	£7,921
Profit target	£4,995	£5,685	£6,075	£7,210	£7,367	£7,657	£7,921
Surplus against	£521	£542					
target							
Net profit per	£70	£80	£77	£90	£93	£97	£100
Council Tax payer							
Profit as a % of	35%	36%	34%	38%	38%	38%	38%
external turnover							
Roman Baths	1,046	1,088	1,090	1,090	1,090	1,090	1,090
visitors							
Fashion Museum	90	91	100	100	100	100	100
visitors							
Victoria Art	158	147	141	141	141	141	141
Gallery visitors							
Roman Baths	£12.28	£13.00	£13.62	£14.38	£14.79	£15.27	£15.69
average income							
per visitor*							
* (admission incom	e plus gros	s retail (& otl	ner sales) pr	ofit and café	/ restaurant c	ommission)	

Figure 16: Heritage Services: key financial and visitor targets.

7. Business Strategy 2017-2022.

To achieve the business targets above, it will be necessary to continue the strategy outlined two years ago in the Heritage Services <u>Business Plan 2015-2020</u> and in the business plan update for 2016-2021. This will mean:

- Keeping Roman Baths visitor numbers at unprecedentedly high levels;
- Keeping admission charges amongst the highest in the country;
- Sustaining staffing and investment to support large price increases and improve visitor satisfaction;
- Generating an extra profit of £950k in 2017/18, with further increases in subsequent years.

This may be summarised as 'the five highs':

- High volume
- High price
- High yield
- High investment
- High risk

The detailed proposals in the Plan include:

Roman Baths:

- Significantly increase admission charges in 2018, with further large increases in the other four years; these increases follow significant price increases in 2016 and 2017;
- Sustain visitor numbers at the current record levels of over 1 million in each year of the Plan;
- All price increases will be monitored and reviewed in detail to assess possible impacts on price resistance and yield and inform future Business Plans.

Fashion Museum:

- Similar increases in prices as for the Roman Baths;
- Increased, sustained visitor volumes achieved via the promotion of the expanded 'saver' ticket and improvements in the core visitor offer;
- A focus on improving levels of secondary spend, supported by recent improvements to the presentation and 'offer' of the Assembly Rooms café.

Victoria Art Gallery:

- Sustained visitor numbers and admission income via the expanded 'saver' ticket introduced in 2016 and increased opening hours to be consistent with the Roman Baths and Fashion Museum.

Feasibilities for future developments:

- Suitable premises are still needed for a one-stop-shop History Centre for the Council's 'Designated' archives collections and the local studies collection;
- A feasibility study has examined the business case for developing the Victoria Art Gallery into the adjacent void to improve its financial sustainability; the findings will be reviewed over the coming year;
- A further feasibility study has examined options for the re-location of the Fashion Museum when the current Assembly Rooms lease expires in 2023; potential sites for re-location have been identified and these will be reviewed further in 2017/18.

8. Investment.

Staffing and investment costs continue to be relatively low when compared with other visitor attractions. To sustain and grow visitor numbers, satisfaction levels and income, the increased level of investment in the quality of the visitor experience and associated marketing will be sustained.

Revenue investment.

Proposed increases in on-going investment include:

- Marketing activity: a small (£20k) further increase in the enhanced level of investment established in 2016/17, to deliver continued record visitor numbers and attract new off-peak markets;
- Improvements in the visitor experience and facilities, and continued increased levels of security an additional £50k p.a. in 2017/18 and a further £60k p.a. from 2018/19.

The Assembly Rooms site.

This site, which incorporates the Fashion Museum, has seen increased fixed costs, in particular the dilapidations programme and a downturn in all income streams. In order to reverse this trend investment on the site will focus on:

- enhancing the visitor experience to achieve the visitor numbers planned for 2017/18 onwards; and
- preparing the Fashion Museum for relocation in 2023 upon the likely enforcement by the National Trust of the lease's break-clause.

Investment in exhibitions and displays at the Fashion Museum will be reviewed alongside planned dilapidation works at the Assembly Rooms site to ensure the efficient use of resources and to contain costs within the overall level included in the <u>Business Plan 2015-20</u>.

Capital investment.

The two major projects during the life-time of the Plan will be:

The Archway Centre.

This £5m project includes a capital contribution by the Council of £1 Million, of which £750k will be corporately funded and £250k funded by the Service. The project, now fully-funded, will refurbish some run-down former spa buildings and give them a new lease of life by creating in them a World Heritage Centre and Roman Baths 'Clore' Learning Centre. While the Clore Learning Centre will protect existing income streams, its principal benefit will be as a long-term investment in inspiring the audiences of tomorrow. This project is on target for 2017/18 and 18/19.

For the first time there will be one city-centre base where residents and visitors will be able to learn why Bath is a World Heritage Site and then go out and explore it for themselves. The Clore Learning Centre will bring the site's educational offer up to the standard now expected of a major visitor attraction, with state-of-the-art facilities and four times the present capacity. It will be used not just by schools but by learning and community groups of all ages.

The construction process will offer skills development opportunities for apprentices and engagement opportunities for volunteers; and, once it is up and running, the Service will work with partner bodies to deliver programmes for a range of new audiences. The project will also open up to public view an area of the Roman Baths that has never before been seen by daytime visitors.

The World Heritage Centre and Clore Learning Centre are planned to open during 2019/20. The Plan provides for net operating costs of between £150k and £200k p.a. from this year onwards, representing an investment of c.1% of annual turnover to sustain future audiences and income streams.

Roman Baths development.

The earliest parts of the last development programme are now ten years old, and the site requires another cyclical programme of works phased over several years. This cycle will both allow the attraction to remain open and avoid the adverse VAT impacts that will be suffered if significant investment takes place in any one year. Work will begin in 2017/18 to prepare proposals for a new development programme from 2021/22 onwards.

Roman Baths infrastructure.

The core programme of investment in infrastructure and conservation at the Roman Baths complex will continue at a level of £100-£200k p.a. Individual projects will continue to be reviewed annually by the Heritage Services Advisory Board and via the corporate capital approvals process.

Visitor Management System (VMS).

Capital investment of £100k in the second phase of the VMS to develop the retail and Discovery Card modules has been postponed. This phase of the project will require at least one year to plan and implement, and will therefore be deferred to 2018/19.

9. Marketing Plan.

Digital, on-line and social media.

Mobile-optimisation has transformed the visibility of our websites. They are now being enhanced to make the most of video streaming, supported by social media messaging and active digital engagement as part of larger marketing campaigns. We have increased our capacity to create, manage and monitor good press and public relations stories, both on-line and in traditional media.

Recent trends in social media have shown the power of having social media ambassadors and social followers acting as influencers. When we launch new visitor experiences we will offer social influencers incentives such as exclusive opportunities and previews. To optimise our websites on search engines, new updates including video capability, blogging, quizzes and games have been introduced. All online activity will be included in a digital engagement strategy which will outline current online channels and identify opportunities for new platforms such as Snapchat.

2017 will see the introduction of on-line ticket sales for individuals, following the integration of credit card sales with the Council's other financial systems. On-line ticket purchase is already in place for some of our agents and resellers. Prices will be the same as those for walk-up sales and the three-way saver ticket will be prominent on the website.

Marketing campaigns.

A strategic approach to marketing campaigns and an increased number of marketing activities will continue to be used in 2017 and 2018 to maintain and increase the current visitor levels to the Council's three museums and, in particular, to achieve and sustain c. I million visitors p.a. to the Roman Baths. The attraction has relatively low repeat visitation and the marketing strategy must therefore attract more than 750,000 different people to the site each year.

The Baths will continue to be promoted through two large scale marketing campaigns each year, targeting families at Easter and couples without children during the summer. These campaigns will consist of a range of marketing channels including print, online and radio. Outdoor media will engage commuters at regional railway stations, London Paddington and selected London Underground stations.

These two large marketing campaigns will be supplemented by a family campaign in October 2017 and a "well-being" campaign in January 2018. Recent accessibility improvements at the Roman Baths have created opportunities to reach the increasing number of people taking holidays with family members of different generations. The family campaign will promote the Saver Ticket during October half-term Museums Week to non-traditional family units including single parents and grandparents visiting with grandchildren.

Marketing campaigns will also continue to encourage summer evening and shoulder season visits, in order to disperse visitors from the very busy day periods in July and August.

During the quietest season (January and February) the Roman Baths will be promoted as a destination for wellbeing, through the Spas Ancient and Modern Package partnership with Thermae Bath Spa and Bath Tourism Plus. This will reach older couples through outdoor media and radio advertising.

Growth markets.

Following Britain's decision to leave the EU, Visit Britain has recommended focusing marketing efforts on the growth markets of the USA and China. Work to encourage visitors from the US has included a partnership with Visit Britain to reach young American travellers on-line.

The Roman Baths and Fashion Museum have already benefitted from increased marketing through dedicated Chinese websites on servers located in China, and the Roman Baths has comprehensive social media presence on Weibo and WeChat.

To supplement this presence, a range of online marketing will continue to target Chinese people in the UK through websites and social media sites such as Nee Hao, Red Scarf and HerelnUk. Attendance at the Destination Britain China Event in Shanghai and Seoul by the Marketing Manager in November 2016 and similar initiatives will assist in attracting independent travellers to Bath from China and Korea.

Museum development.

Marketing will support new developments in the Roman Baths including the redisplay of the East Baths in 2017 and opening up of never-before seen Roman remains in 2019.

The building of the Clore Learning Centre will be supported by a communications plan for the new schools' programme and life-long learning opportunities, running from 2017 to a major launch in spring 2019 and beyond.

The World Heritage Centre will be a new free visitor attraction in Bath designed to encourage people to explore the whole World Heritage Site of Bath that will need its own profile-raising and marketing plan from 2019 onwards.

The Fashion Museum's new temporary exhibitions will form the focus of a dedicated promotion and PR campaign each February; the PR campaign for 2017 is forecast to reach more than 10 million people. Campaigns promoting the main exhibition will be undertaken each spring/summer.

Victoria Art Gallery promotion will be increased through the placement of advertising at the end of the year to highlight the whole season of exhibitions through the relevant specialist press. In addition to this, headline exhibitions will be supported by specific marketing campaigns.

Performance measurement.

All marketing campaigns will be evaluated against Key Performance Indicators, including using tracking URLs, targets for increasing visitors, click-through rates and social media engagement statistics.

10. Risk.

The risk inherent in the Service's business activities has grown exponentially with its success. Relatively small variations in visitor numbers and business activity now have a relatively large effect upon both income and profit in any year, as almost all costs are fixed in the short term.

This is reflected in the Council's General Reserves via the Robustness of Estimates calculation for the Place Directorate and the Heritage Services profit reserve. In view of the increase in risk over the next 5 years, the total net risk provision was increased to £1.2 Million (which remains c.7% of income). This Plan recommends that the total net risk provision should be reviewed again in future years.

Maintaining Roman Baths' visitor numbers at around I million p.a. continues to carry a significant risk. The attraction will face severe congestion on a more sustained basis than in previous years. In 2016 the attraction received more visitors than the maximum capacity (5,000) on 28 days, as against 20 days in 2015 and 18 days in 2014. The summer evening opening hours are being extended by two weeks' from 2017 to help mitigate this.

Overcrowding at peak times of year is starting to impact on the overall visitor experience, as illustrated in the table at figure 7 on page 9 above. This shows visitors' ratings of Enjoyment and Value for Money performance when benchmarked against the ALVA mean. With a score of 8.6, the Roman Baths is slightly below the mean Enjoyment rating for Heritage sites of 8.7 and, at 7.9, significantly below the mean Value for Money rating of 8.2.

The Roman Baths currently enjoys exceptionally high TripAdvisor ratings and this is likely to have played a major part in the attraction's growth in popularity. However there is a risk that the resultant congestion will reduce visitor satisfaction and provoke an adverse reaction on TripAdvisor and other forms of social media.

Visitor numbers in any year can also be influenced by common factors such as the weather, the timing of major sporting and political events, and transport issues. The table at Figure 17 below illustrates a small number of scenarios and the impact on income and profit that could result from even very small variations.

Factor	Visitor numbers	Value of 10% variation in 2017/18
Easter weekend	c. 17,000	c.£22k
Busy summer Saturday and Sunday	c. 11,000	c.£14k
Busy summer weekday	c. 5,000	c. £7k

Figure 17: Roman Baths' visitor numbers: illustration of variations.

Threats to the business.

Every year since 2000 there have been geo-political, economic, public health, environmental and meteorological events that have caused uncertainty, deterred people from travelling or influenced their decisions about where, and whether, to take a holiday. The effects of these have been felt across the visitor attractions sector. Issues in the last ten years have included:

- **2016** War in Syria; terror attacks in France, Germany and Turkey; migration crisis; Brexit vote; Trump;
- 2015 War in Syria; terror attacks in North Africa, France and Belgium; migration crisis;
- **2014** War in Afghanistan; unrest in Egypt, Syria and Iraq; Stonehenge; West Country flooding; ebola; Malaysian Airlines' disasters;
- 2013 War in Afghanistan; unrest in Egypt and Syria;
- 2012 War in Afghanistan; recession; London Olympics; wettest UK summer in 100 years;
- **2011** War in Afghanistan; recession; bombing of Libya; Japan earthquake/tsunami;
- **2010** War in Afghanistan; recession; Ash Thursday;
- 2009 Wars in Iraq and Afghanistan; recession; Swine 'flu;
- 2008 Wars in Iraq and Afghanistan; credit crunch;
- 2007 Wars in Iraq and Afghanistan; FMD; Glasgow Airport attack; West Country flooding.

Key issues to note are:

External events:

The Business Plan assumes that there will be no significant geo-political, security, economic, environmental or meteorological events in the next five years that will inhibit people's willingness to travel or visit UK attractions.

Customer resistance:

Continued above-inflation price rises increase the risk of customer resistance. Long queues at the entrance will increase the likelihood of walkaways by dis-satisfied or time-restricted tourists. Online ticketing time slots for individuals will be designed to help to manage this. These factors are estimated, but the effect can be somewhat different in practice.

Reputation:

Record visitor numbers are highly likely to detract from the quality of the visitor experience. Falling visitor satisfaction and above-inflation price rises will lead to a loss of reputation with negative publicity by word-of-mouth and social media.

Financial:

Expenditure to support the Service's successful growth of income will be an increasing proportion of overall Council expenditure, particularly as the Council's finances shrink. This will pose an increasing risk to the Council's 'partial exemption' VAT position that could incur an additional VAT cost of around £1m p.a. if the 5% threshold is breached. The Plan assumes that rates of interest and inflation will continue at their recent, historically low levels.

Systems and processes:

Financial pressures on the Council have led to increasing standardisation of process and systems. These changes focus on supporting shrinking local authority services aimed at a local client base, but are often not appropriate for a business that the Council expects to grow and sell its services commercially to a national and international customer base.

The WS Options Review highlighted the imperative for the Service to be able to use industry standard, fit-for-purpose commercial systems and procedures if it is to remain competitive. In order to successfully deliver the continued increases in income and profit required by this Plan it is essential that the Service is empowered to employ appropriate systems and processes to achieve the commercial objectives that the Council has set. This includes the ability to specify and control investment projects to ensure that they are fully aligned with commercial and marketing objectives.



Bath & North East Somerset Council				
MEETING/ DECISION MAKER:	Cabinet			
MEETING/ DECISION DATE:	12 TH April 2017	EXECUTIVE FORWARD PLAN REFERENCE: E 2962		
TITLE: Formation of the Regional Adoption Agency (Adoption West)				
WARD:	All			
AN OPEN PUBLIC ITEM				

AN OPEN PUBLIC ITE

List of attachments to this report:

Appendices

- 1. Summary options appraisal and approved delivery model option
- 2. Outline service specification and practice definition
- 3. Service user engagement feedback summary
- 4. Draft Heads of Terms for the Members' Agreement and Commissioning Agreement
- 5. Governance arrangements (attached to main report)
- 6. Service design model (attached to main report)
- 7. Equality Impact Assessment
- 8. Staff establishment summary (attached to main report)
- 9. Outline current combined budget for LAs services in scope (attached to main report)
- 10. Outline future RAA budget (attached to main report)
- 11. Adoption West Project plan

1 THE ISSUE

- 1.1 To approve proposals for the establishment of the Adoption West Regional Adoption Agency (RAA) as outlined in this report.
- 1.2 The purpose for requesting approval at this stage is due to the timescales for achieving commitment from multiple local authorities. In addition, the report seeks to provide certainty regarding each local authority's commitment prior to formal staff

consultation and committing substantial project resources on drafting legal documentation and initiating support service commissioning.

2 RECOMMENDATION

The Cabinet is asked to:

- 2.1 Note the progress on this project
- 2.2 Delegate authority for approving the detailed implementation plans, including financial, contractual and legal agreements to the Strategic Director (People and Communities) subject to council policies and procedures. Final approval will be subject to consultation with the Section151 officer, Head of Legal Services and relevant elected member following scrutiny of the fully costed business case.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

3.1 These are provided in more detail within the body of the report. Development and implementation costs have been funded through DfE grants. Revenue costs to each participating Council are cost-neutral.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

4.1 The development of Regional Adoption Agency proposals is part of the national regionalising adoption agenda as set out in "Regionalising Adoption" (July 2015), and further developed in "Adoption; A Vision for Change" (March 2016) as outlined in the "legal implications" section of this report.

5 BACKGROUND

- The Adoption West project has developed from a steering group that formed in July 2013 to consider the possibility of more collaborative working to improve adoption and permanence service delivery across potentially eight local authorities. The remaining six local authorities are Bath & North East Somerset, Bristol, Gloucestershire, North Somerset, South Gloucestershire, and Wiltshire. Somerset and Swindon have joined other regional agencies during the process. Initial work was undertaken by commissioning leads from Gloucestershire and Wiltshire before engaging the Institute of Public Care (IPC) to complete more detailed work. IPC presented a commissioning plan to the Directors of Children's Services for the Adoption West area and on the 18th July 2014 it was agreed that work should be undertaken to move towards a collaborative model of providing adoption services. Work began in April 2015 on activity to concentrate on and jointly commission a number of adoption service functions regionally.
- 2. Following the general election in May 2015 the context within which the Adoption West project was operating changed with the publication of 'Regionalising Adoption' (July 2015). In this document, the government set out their proposals to move to Regional Adoption Agencies by the end of the Parliament in 2020 and invited expressions of interest from local partnerships. The paper included an emphasis on getting adoption/permanence right for harder to place children whilst ensuring adoption support is available and

accessible to these adoptive families and set out three key aims:

- To speed up matching and improve the life chances of neglected children
- To improve adopter recruitment and adoption support
- To reduce costs (through quicker placements for looked after children)

It is also clear that the Department for Education (DfE) expect to see Voluntary Adoption Agencies (VAAs) and Adoption Support Agencies (ASAs) actively included in future delivery models and are 'particularly keen to consider models that have an element of cross-sector collaboration'.

- 3. Following market testing, an engagement event with voluntary sector providers and expressions of interest, it was agreed that 6 VAA / ASAs would be contributors to the design and development of Adoption West. The Voluntary Adoption Agencies and Adoption Support Agencies that have supported the development of Adoption West include:
 - Action for Children
 - Adoption UK
 - After Adoption
 - Barnardo's
 - CCS Adoption
 - PAC UK

Following consideration of their national commitments to other regional agencies, Barnardo's and PAC UK withdrew from formal involvement in the Adoption West project in July 2016.

4. The Adoption West expression of interest was submitted in September 2015 and DfE agreed funding to begin in November 2015. Funding was agreed for resources to support the project including project management, professional leadership and independent specialist legal, financial and technical advice. Support and challenge to the project is also provided through an allocated coach offering guidance and acting as a link with the DfE. The project is required to provide progress reports to the DfE on milestone delivery and spending, subsequent phases of funding are contingent upon meeting DfE reporting and project gateway requirements.

Phase 1 – project initiation, scope and define

- 5. During November 2015 to March 2016 the project formed the mobilisation team and governance arrangements, agreed the vision and key outcomes, defined the scope and gathered service data to inform proposals. An options appraisal process was undertaken of the delivery models below and a preference for option 2 agreed, following detailed consideration and legal advice.
 - Option1 Hosted by a single LA on behalf of a number of LAs (Single LA)
 - Option 2 Joint Venture between LAs a new public sector owned entity (e.g. Local Authority Company Limited by Guarantee)
 - Option 3 Creation of a new VAA possibly a joint venture (e.g. Flexibility for public & third sector ownership)

Phase 2 – project development and RAA design

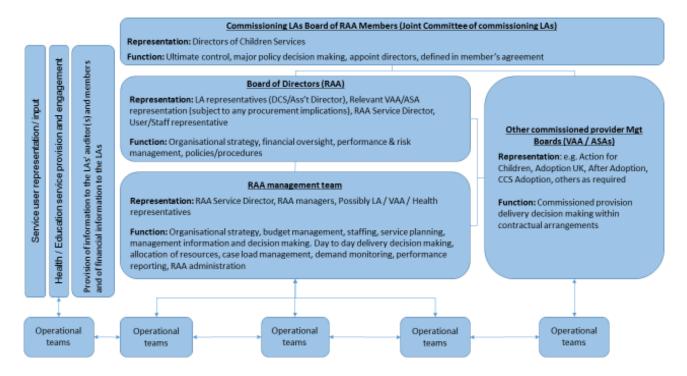
- 6. The successful completion of phase 1 work resulted in the subsequent approval of plans and further funding from DfE. Following the completion of phase 1 each local authority cabinet or committee approved the proposed delivery model option of creating a new jointly owned local authority company at meetings during June to September 2016. This option was agreed because it will best enable us to deliver better outcomes for children, affording us greater flexibility and independence to pursue innovation and enterprise in how we deliver services. The option is further supported by legal advice evidencing the feasibility and advantageous procurement position of such a model. Within this model there is scope to include VAA / ASAs on the Board arrangements while maintaining local authority control.
- 7. In summary, this option was agreed by each local authority based on the following key strengths as outlined in **Appendix 1**:
 - A corporate joint venture between the participating authorities creates a new entity which offers a neutral platform which affords all participating authorities equal status within the arrangements and avoids the perception of control which the required role of a "lead authority" can create.
 - The structure allows governance arrangements to be straightforward with all partners represented on the Board of Directors (although the VAA / ASAs would have limited voting rights).
 - It will be easier to establish a new identity and brand distinct from the local authorities, providing a better platform to engage adopters, build trust and innovate while maintaining effective connections with LA children services teams
 - The procurement position is more favourable as certain exemptions are afforded if the RAA is local authority controlled and the essential part of the RAA activities is with the controlling local authorities
 - Innovation and growth are better facilitated by this model. This may range from experimenting with new practice methodologies and trialling alternative evidence based practice models and programmes, through to embracing new technology and improving working practices such as team and service user communications.
- 8. In parallel with political decision making on the corporate delivery model, working groups of representatives from local authorities and VAAs continued to focus on practice development. Significant work has been completed to define processes and agree standardised regional ways of working under each of these work streams. Further details on the following work stream practice development themes is provided in **Appendix 2**
 - Front door, marketing and adopter recruitment
 - The child's journey and early permanence
 - Adopter assessment and matching
 - Adoption support and lifelong links
 - Special quardianship (Not proposed to transfer from 2018)

- Adoption Panels, health and education services
- Performance, quality assurance, workforce and business administration
- 9. Key stakeholders including council elected members, adopters, and staff have been engaged in the development of proposals. A wide ranging survey of adopters and subsequent adopter forums have highlighted key priorities, concerns and issues to be addressed in developing a regional adoption service and are summarised in **Appendix 3**. The views of adopters are integral to the future service design and will continue to be central to the operation of regional adoption services.
- 10. The implementation of the new RAA would follow substantial project work undertaken since October 2015. Funding of £241,774 has been provided by the DfE to develop our proposals, in particular to enable us to "scope and define" the operational model and organisational structure of the new RAA. In December 2016, the project was successful in obtaining commitment to a further £470,000 to implement the RAA.

Governance and accountability

- 11. The participating authorities will enter into a Members' Agreement which clearly sets out the purpose of the collaboration and assigns roles and responsibilities to each of the participating authorities. It also deals with governance and issues such as dispute resolution.
- 12. In addition to the Members' Agreement each of the participating authorities will need to commission services from the RAA and this will require a further Commissioning Agreement to be entered into jointly between the participating authorities and the corporate RAA or singularly between each participating authority and the corporate RAA. Draft heads of terms for the members' agreement and commissioning agreement are included as **Appendix 4**
- 13. Each of the participating authorities will have a role to play in the Board of Directors of the Corporate RAA. Statutory company directors are required to have the necessary skills and experience to carry out their duties effectively and to do so in good faith and in a way that would be most likely to promote the success of the Corporate RAA for the benefit of its members as a whole. All members or officers of an LA expected to act as statutory directors will receive detailed and appropriate training and support.
- 14. Adoption is regulated by statutory provisions and administered through the courts in line with these principles. Adoption services are administered through agencies approved by the secretary of state and are subject to inspection by OFSTED. Proposals will consider the potential impact of the inspection requirements, acknowledging that DfE and OFSTED are working together to agree the best approach for new delivery models. The Adoption Leadership Board and Regional Adoption Boards provide leadership to the adoption system, improve its performance and tackle the key challenges it currently faces by supporting the collection, analysis and dissemination of timely performance data and the sharing of best practice.

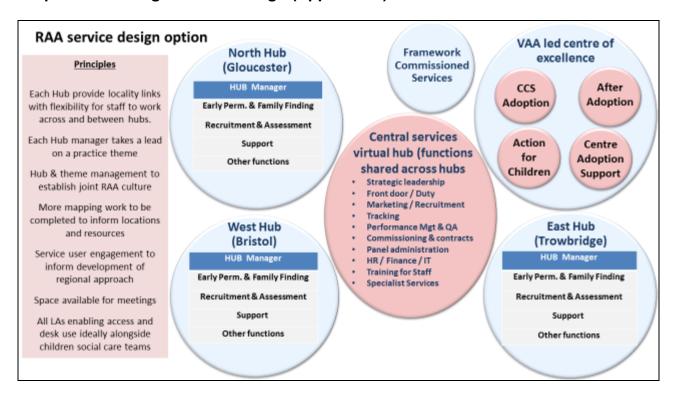
Proposed RAA governance arrangements (**Appendix 5**)



Human resources implications (staffing, organisational structure, employee transfer and pensions)

- 15. The proposed organisation structure operating model (**Appendix 6**) has been developed in collaboration with current employees and stakeholders during the engagement and development phase. The model proposes 3 geographic hubs in Gloucester, Bristol and Trowbridge based on the current office locations of the largest adoption services within the region. The hubs will be supplemented by remote and home working and flexible access to office accommodation in the other councils to enable locality working and avoid unnecessary travel.
- 16. The management of the regional adoption agency will be headed by a service director with overall responsibility for operations and strategic leadership and will be supported by hub managers that each hold responsibility for the consistent and effective embedding of a specific area of practice excellence as summarised in the 'outline organisational structure' below.
- 17. Staff equality data has been gathered and is analysed as part of a detailed equality impact assessment (**Appendix 7**) that will be maintained during development and delivery of proposals.

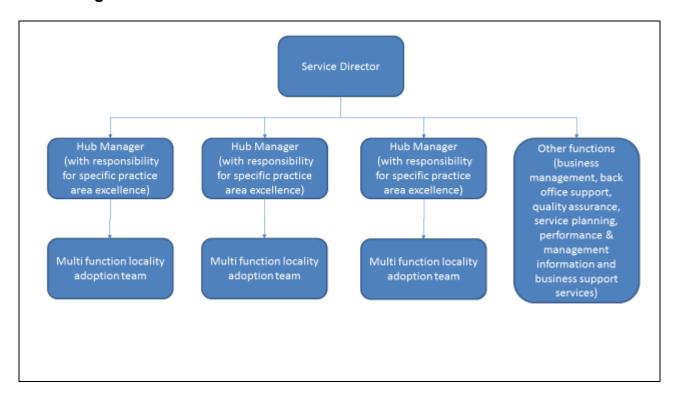
Proposed RAA organisation design (Appendix 6)



- 18. Initial advice has been taken regarding staffing implications relating to staff transfer and pensions. HR advisers from all local authorities meet regularly to consider staffing implications and will enact the detailed workforce change plans subject to councils approving proposals. A dedicated HR professional is being recruited on a temporary basis to lead on workforce change and to coordinate the activities of each local authority in this area.
- 19. It is anticipated that appropriate current employees of the LAs (**Appendix 8**) will transfer to the new agency under the Transfer of Undertakings (Protection of Employment) (TUPE) Regulations 2006 to the regional adoption agency as responsibility for the delivery of all aspects of the Adoption Services are transferred. A due diligence review of the T&Cs which currently apply to employees has been undertaken to identify what T&Cs the regional adoption agency would inherit on any TUPE transfer. The regional adoption agency will consider how the variety of terms would fit in with its structure of T&Cs and identify potential issues and/or conflicts which may arise.
- 20. As the transferring employees who would transfer under TUPE from the LAs to the LA owned agency are likely to be members of or entitled to join the LGPS, the LAs will be obliged to ensure that when their employment transfers to the LA owned agency, appropriate 'pension protection' is provided for them. Discussions have started with each of the three applicable LGPS Pension Funds (Avon Pension Fund, Gloucestershire Pension Fund and Wiltshire Pension Fund) regarding the RAA also participating in the LGPS to allow the

transferring employees to continue with their membership or entitlement to join following the transfer. The actuaries of the applicable LGPS Pension Funds will continue to be consulted as to the basis of any such transfers. The LAs will ensure that any potential negative effects on them and their participation in the relevant LGPS Pension Fund are minimised.

Outline organisational structure



Financial principles, modelling and funding

- 21. Funding for the new RAA will be provided by the partner LAs and the mechanism for agreeing funding is outlined below. This agreement has been reached following analysis of the approaches taken by other prospective regional adoption agencies, DfE commissioned independent advice and due consideration of a number of potential models. The criteria considered for agreeing a funding formula included:
 - historic and projected budgets and actual spend
 - historic and projected numbers of children looked after and number of adoptions and permanence solutions;
 - historic and projected volume of activity to be delivered;
 - inter-agency fixed fee per adoption;
 - a combination of the above
- 22. Current spend by local authorities on the services in scope of the proposed new agency is approximately £2.6m. Further detail on the breakdown of current budgets and spend is provided in **Appendix 9.**
- 23. Current spend includes a net income target for inter-agency placements that is

consistent with historic performance but has a number of associated risks. The national market for inter-agency placements has been subject to significant interference in recent years with grant funding and other incentives potentially affecting performance and providing an uncertain basis for future modelling. Inter-agency placement income and expenditure will be monitored during 2017/18 to ensure the projected levels for future years remain realistic. Reflecting this risk, the funding agreement includes provision to review arrangements based on experience of operating.

- 24. The high level draft projected budget for the new agency is included as **Appendix 10**
- 25. As outlined in the draft Heads of Terms (**Appendix 4**) each commissioning authority will pay for the provision of the services during the Term in advance in the following percentages set out in the Table below. These financial contributions will be in proportion to current spending on the services as set out in a specification in the members' agreement.

Proportional current spend & proposed contribution to future regional services in scope:

B&NES	Bristol	Gloucestershire	N.Somerset	South Glos	Wiltshire
6.81%	33.96%	18.96%	11.52%	5.56%	23.20%

- 26. This formula will be reviewed based on operational experience with a view to transitioning away from a funding model based on historic spend and towards a stronger emphasis on local authority demand levels. During the first year of operations partners will work on an agreed formula for funding from 2020. Partners will track implications for the RAA and each LA, based on the latest activity level data and related performance information, throughout the operational life of the RAA. This initial funding model agreement is designed to promote stability for services and will be reviewed on this basis. A specific review may be triggered by a material change in liability based on demand fluctuations outside of tolerances defined within the members' agreement and commissioning contract.
- 27. Any anticipated deficits resulting from not generating targeted income or from unforeseen costs not budgeted for will be reported to the management and member boards according to contract monitoring arrangements defined in the commissioning contract.
- 28. Any surplus generated from operating efficiencies and inter-agency fee income and expenditure will be retained within the company and either invested into future services or used to reduce subsequent charges paid by the local authorities to commission the services.
- 29. The plans for Adoption West RAA will not increase overall service delivery costs and will seek to deliver efficiencies and service improvements. These proposals result in a projected net neutral cost position compared to current spend for all councils for the initial contractual period. Budget and service delivery performance will be regularly reported to member local authorities as set out in the commissioning contract and reviewed with regard to local authority demand

requirements. The level of risk related to demand fluctuations and operational performance is broadly comparable to the current level of risk for each local authority. To mitigate potential exposure to demand fluctuations in other local authorities, tolerances will be defined within the members' agreement and commissioning contract and reviewed as outlined above. Wider potential liabilities are mitigated by insurances included within the business case costings.

- 30. Tax advice received suggests the new agency will benefit from similar VAT exemptions to local authorities due to being public sector controlled. VAT may be payable on procured organisational support service costs depending on the mechanism for securing these services and budget contingency has been identified to cover this potential additional cost. Further advice is being received regarding VAT recovery and the business case includes contingency for estimated potential costs. Legal advice to date has highlighted that given the nature of the services and the status of the RAA, VAT and state aid issues are not likely to be a significant obstacle. The member's agreement and commissioning contract will be structured to ensure the arrangements are VAT efficient.
- 31. Working capital will be provided through initial funding previously provided by partner local authorities, payments in advance and a facility agreement for working capital should the RAA require access to additional contingency funds under control of local authority members. The level of working capital and terms under which it may be accessed will be defined in the member's agreement for approval by member local authorities' heads of finance.
- 32. Insurances will be subject to further specialist advice and will be confirmed in finalising the regional adoption agency budget. Figures are based on initial quotes determined by the projected size of the organisation and the nature of services to be provided.
- 33. Any initial potential redundancy liabilities will be estimated and considered with local authorities and will be underwritten on a shared basis by the partner LAs according to the proportions set out in the Members' agreement so as not to expose the new entity or any individual local authority to an unaffordable level of risk.
- 34. Local authorities have agreed to provide the regional hub office accommodation at no additional charge. This agreement is subject to the required space being limited to the existing footprint utilised by adoption services and reciprocal arrangements with local authorities that are not providing hub accommodation to allow staff to access office space on a flexible basis. The details relating to locations have been informed by analysis of service volumes and input from service users, staff and other stakeholders.

Phase 3 - project delivery

35. There are a number of key areas that require ongoing work to enable a successful transition. A detailed project plan is in place to enable delivery of the approved corporate model and embed redesigned service processes and

working practices for the proposed implementation date of April 2018 (Appendix 11). This covers activity related to workforce change processes, infrastructure set up and other implementation activity. It is anticipated that some service improvements identified may be implemented during the transition period to achieve incremental change and trial new ways of working ahead of a formal implementation date. A transition and change management plan is being developed to take the project into the next phase and to ensure maintenance and improvement in existing services during the change process. Related underpinning plans relating to risk management and communication are in place.

Summary plan

Milestone	Date
Detailed service design and preparation for workforce change	Jan-Apr 2017
process	
Local Authority political decision making and VAA decision making	Mar-May 2017
on implementation of preferred model including outline service	
specification, budget and organisational structure	
Staff HR consultation, ongoing staff involvement and early	May-Sep 2017
implementation of process changes, build organisation infrastructure	
Implementation – workforce change process, launch organisational	Sep-Dec 2017
infrastructure	
Transition and change management	Dec-Apr 2018
Implement new delivery model	April 2018

Voluntary Adoption Agency and Adoption Support Agency (VAA / ASA) roles and considerations

36. VAA / ASAs will form an integral part of new regional working arrangements. Further work will be undertaken to clarify the specific nature and extent of involvement of different agencies but partners are committed to engaging positively with VAA / ASAs and incorporating VAA / ASAs fully within any future RAA and as part of the wider permanence service mix. Partners anticipate thriving VAA / ASAs to be an essential part of the mixed local market of adoption service provision in the future and voluntary agencies will play a central part in defining their future role in further detail. Detailed consideration of the anticipated capacity and capability of a future RAA and other adoption service providers will be analysed in coordination with VAA / ASA partners and options considered that will ensure the continued strength of commissioned provision. Opportunities for expansion and diversification in the voluntary sector will be explored to address potential capacity gaps and growth areas by providing greater certainty and encouraging more collaborative working within regional arrangements to enable providers to develop new services and engage in longer term planning.

Service delivery and focus on operational practice excellence (**Appendix 2**)

37. The new RAA will focus on excellent practice and improved outcomes for

children through ensuring that new processes, activities and structures reflect the objectives and enable the planned benefits of the new entity. Service excellence will be supported through effective governance and commissioning arrangements to ensure consistently high standards in operational processes and working practices. This will be sustained through appropriate governance and performance management arrangements. Service excellence will be central to all aspects of the next phase of developing proposals and the fundamental criteria against which decisions will be made. The development and delivery of proposals will continue to benefit from detailed input of adopters, the voice of the child and voluntary sector partners.

- 38. The project continues to look across all partners and beyond to ensure the best practice of current services provide a baseline from which to develop new practices. The preferred delivery model will provide further continuous improvement opportunities through:
 - greater freedom and flexibility to involve staff in governance and decisions
 - being a single purpose organisation that will not have to focus on other local authority priorities
 - create lean processes and removal of duplicated functions
 - the potential to develop tailored back of house functions appropriate specifically to the business of adoption / permanence
 - the ability to develop a culture and practices that focus purely around adoption and permanence support and the needs of the child / adopters.

Special Guardianship

39. The project governance group has agreed that there are clear benefits to the RAA providing functions relating to special guardianship assessment and support. Following thorough consideration of the scope and phasing of the services proposed to transfer, a number of risks and further considerations relating to special guardianship services have been identified. Consequently it is proposed that transfer of special guardianship services follow further analysis and collaborative work with each local authority to understand the current variations in service provision and organisation with a view to transfer services from 2019. The local authority partners remain committed to the inclusion of special guardianship within a regional service and will develop plans for transferring these services in line with the planned timeframes for making further decisions about the future funding and commissioning arrangements for the regional agency.

Health provision

40. Initial engagement with Health service commissioners from the 6 Clinical Commissioning Groups has identified opportunities for more joined up working. However, current commissioning cycles and the complexity of disaggregating adoption and permanence related health services from wider children's services health provision may limit the potential for regional commissioning. Options are being discussed collaboratively to enable greater consistency of health provision across the region. Processes will also be established to coordinate

demand, and manage the administrative and financial implications of more flexible health services regionally.

Education services

41. Links have been established with the Virtual Schools in each Local Authority to include them in the planning process for the RAA. The government has proposed extending the role of Virtual School head teachers to include children who are adopted. As with health provision there are potential opportunities for joined up working which could provide better co-ordinated and more timely education services to adopted children. Initial work is now underway to collate information across the six Local Authority Virtual Schools to better understand the current picture of educational provision and to identify opportunities to work together and develop joint processes. It is anticipated that there will be some cross authority collaboration between the Virtual Schools, including the RAA, that will ensure more consistent services to children and adoptive parents, and make more effective use of available resources.

Adoption Panel Arrangements

42. Outline proposals have been agreed to rationalise existing panel arrangements to ensure the process is as efficient as possible and resources are used most effectively on a regional basis. This will involve changes to local authority panels to combine resources and ensure administration, structures and timing reflect and support the outcomes to be achieved by regionalising adoption and permanence services.

ICT options and considerations

- 43. No decisions have been reached regarding who will provide the new agency's IT systems. Options will be considered regarding the relative strengths and weaknesses of existing systems in use by partner agencies or alternative systems based on an assessment of services and associated technical requirements.
- 44. The new agency will require access to service user records from the 6 local authorities. Decisions will need to be made regarding how this access is achieved with options including a feed into a new system or links into each of the 6 systems.
- 45. Decisions will also need to be made regarding other business and IT services required and who will supply them including email, storage, finance, payroll, HR, provision of hardware. There are perceived benefits to a partner LA providing these services in which case they could be accessed via remote desktop protocol (RDP) or similar, providing a user with a graphical interface to connect to another computer over a network connection.

Service user engagement (Appendix 3)

- 46. Significant service user engagement with adopters has been undertaken working with Adoption UK to facilitate surveys, focus groups and various forums to ensure proposals are informed by service users. Work is ongoing and will be embedded within the processes of the new organisation to ensure engagement of the principal stakeholders including:
 - Adopted children / adults
 - Adopters / Adoptive families
 - Birth families
 - Local Authority, Voluntary Adoption Agency and Adoption Support Agency Staff
 - Health service commissioners and providers
 - Adoption panel members
 - Education services

Consultation

47. Staff have supported the process through an initial engagement event in November 2015, ongoing communication with service managers and the project team through operational team meetings, focused working group involvement and a further all stakeholder event in November 2016. Trade Unions have been informed of outline proposals and arrangements are in place for ongoing consultation as proposals are developed further. The adopter voice is provided through adopter champion representation within the governance structures and plans are in place for ongoing structured involvement of service users, including the voice of the child.

Financial Implications

- 48. Financial implications are summarised under the 'Financial principles, modelling and funding' section above. The outline budget detailing projected costs (Appendix 10) and member agreement heads of terms (Appendix 4) setting out funding arrangements are fundamental to the next stage of the project and to informing decision making. As highlighted in the options appraisal, as the corporate RAA only has local authority members (shareholders), it will be a local authority company as such "controlled" by each of the participating authorities. Each local authority has a fiduciary duty to look after the funds entrusted to it and to ensure that the taxpayer's money is spent appropriately. For that reason, a local authority must carefully consider any trading venture that it embarks on. The 2009 Trading Order England requires the local authority to prepare a business case. The participating authorities (or their executives) should approve the business plan before trading starts.
- 49. For the purposes of the applicable VAT legislation, the corporate RAA will be providing "welfare services". This would bring the RAA within a VAT exemption. The consequences of the VAT exemption are twofold:

- The RAA will not be required to charge VAT to the participating authorities in respect of the welfare services it provides.
- Since it will be making exempt supplies, the RAA may not be able to recover the VAT it incurs in procuring support services from third parties, such as finance, human resources advice and ICT. As such the potential costs of these services to the RAA should be factored into the full business case as part of the final decision making process.

Legal Implications

- 50. The body of this report and specifically the Heads of Terms (**Appendix 4**) along with the delivery model options appraisal included in the previous report addresses the legal implications pertinent to the establishment of a local authority joint venture.
- 51. The Education and Adoption Act 2016 amends the Adoption and Children Act 2002 to include:
 - The Secretary of State may give directions requiring one or more local authorities in England to make arrangements for all or any of their functions within subsection (3) to be carried out on their behalf by—
 - (a) one of those authorities, or
 - (b) one or more other adoption agencies.
 - 2) A direction under subsection (1) may, in particular—
 - (a) specify who is to carry out the functions, or
 - (b) require the local authority or authorities to determine who is to carry out the functions.
 - 3) The functions mentioned in subsection (1) are functions in relation to—
 - (a) the recruitment of persons as prospective adopters;
 - (b) the assessment of prospective adopters' suitability to adopt a child;
 - (c) the approval of prospective adopters as suitable to adopt a child;
 - (d) decisions as to whether a particular child should be placed for adoption with a particular prospective adopter;
 - (e) the provision of adoption support services.
 - 4) The Secretary of State may give a direction requiring a local authority in England to terminate arrangements made in accordance with a direction under subsection (1).
 - 5) A direction under this section may make different provision for different purposes.
 - 6) The Secretary of State may by regulations amend subsection (3)

Human Resources Implications

52. HR implications are summarised under the 'Human resources implications (staffing, organisational structure, employee transfer and pensions)' section

above

- 53. If the decision is made to set up a Local Authority Trading Company then appropriate staff consultation and application of the workforce change procedure will follow. There are clear potential Human Resources implications for staff in relation to their employer, location and type of work, which will be addressed in future reports and processes as the project progresses. Relevant staff who perform adoption duties may transfer to the employment of that entity under the Transfer of Undertakings (Protection of Employment) (TUPE) Regulations. It is also possible to agree a secondment of staff to the new organisation and retain them on their existing terms and conditions, employed directly by their current Local Authority. If TUPE applies, appropriate advice will need to be sought by the new entity in relation to pension scheme considerations.
- 54. As the transferring employees who would transfer under TUPE from the LAs to the Local Authority Trading Company are going to be members of or entitled to join the LGPS, the LAs will be obliged to ensure that when their employment transfers to the Local Authority Trading Company, appropriate 'pension protection' is provided for them. It is anticipated that this would therefore be a case of the Local Authority Trading Company also participating in the LGPS to allow the transferring employees to continue with their membership of entitlement to join following the transfer. Issues which the LAs would need to consider include:
 - whether the Local Authority Trading Company would participate in only one of the relevant LGPS Pension Funds or whether it participated in all of the relevant LGPS Pension Funds;
 - whether future staff employed by the Local Authority Trading Company were:
 - o going to be provided with membership of the LGPS; or
 - going to be provided with membership of an alternative pension arrangement which satisfies the requirements to be a 'qualifying scheme' in order to comply with auto enrolment requirements.;
 - where future staff employed by the Local Authority Trading Company are to be provided with membership of the LGPS, depending on the Local Authority Trading Company's participation arrangements in the LGPS, which of the relevant LGPS Pension Funds those future staff participate in.

Environmental Implications

55. The proposals are intended to provide sustainable long term solutions and environmental considerations will be factored into specific proposals relating to service delivery changes. There are no perceived explicitly environmental implications arising directly from this report.

Social Implications

56. There are significant social implications arising from the successful implementation of the Regional Adoption Agency. Positive outcomes for looked

after children, and specifically improvements in adoption and permanence services, are more likely to result in positive contributions to society. Timely and successful adoption / permanence solutions are important and can have far reaching consequences particularly in terms of the social impact on the lives of children, young people and their families.

Economic Implications

57. Whilst there are no direct economic implications arising from this report or its recommendation, a thriving local market of voluntary adoption service providers is central to the development of the regional adoption agency and improved outcomes for service users.

Equality Impact Assessment

- 58. Actions included in this report target support for the most vulnerable young people and therefore will have a positive impact on equalities. Research and data analysis has been undertaken to identify and agree actions to address potential equality impacts for service users and staff and the project will continue to explore and address equality impacts throughout the life of the project.
- 59. The implementation plans specifically aim to ensure that the requirements of the Equality Act 2010 are complied with and all public bodies involved in the project are subject to the public sector equality duties, as will the new organisation. The project will continue to consider how the equality duties will be actioned by the new organisation.
- 60. Equalities considerations and monitoring is an integrated part of our Joint Strategic Needs Assessment and Joint Health & Wellbeing Strategy process to help promote equality and discharge our responsibilities under the Public Sector Equality Duty. Relevant information from these strategic processes informs the equality impact assessment (**Appendix 7**) for this project which is shared with decision makers to ensure they have adequate information prior to the final decision.
- 61. The data analysis includes results by protected characteristics to ensure that the actions outlined in this report are targeted to those areas that require it the most. Ongoing service user consultation and monitoring of equality impacts will inform the design of the project and result in specific actions to address any identified issues.
- 62. Overall, this work has the potential to significantly progress equality of opportunity and advance equality for all groups of vulnerable young people across the region through the identification of inequalities and clear action planning to address these, thus advancing equality of opportunity for all.

Privacy Impact Assessment

63. An initial Privacy Impact Assessment has been conducted and will be developed as part of a process which assists the council in identifying, minimising and addressing the privacy and information risks associated with

any new initiative.

Risks, Mitigations & Opportunities

- 64. A risk register is maintained as part of regular project management practice with mitigating actions identified to ensure the likelihood and impact of risks is managed proactively. Key risks identified include
 - Risk: Disruption during the period of transition and managers/staff
 becoming focussed on the change process rather than service delivery
 may lead to delays in plans for children. Mitigation: Thorough and
 effective transition planning agreed with service managers and flexibility
 to enable service delivery priorities to be managed. Plans to temporarily
 reduce the workload on adoption managers and staff, thereby enabling
 them to maintain direct service provision while in transition.
 - Risk: Adopters may lose confidence during the change process resulting
 in the potential for fractured relationships and breakdown in service
 delivery Mitigation: Communications planning and involvement of
 adopters throughout the process. Adopter forums and newsletters
 disseminating information and gathering feedback. Service monitoring
 during transition to ensure no impact on service delivery.
 - Risk: ICT system change may impact on service information, governance and records. Potential impacts include loss of personal information, delays in processes, safeguarding risk and cost of information security failures, undermining confidence in the new service and reputational damage. Mitigation: ICT lead officers involvement and collaboration in planning and developing appropriate solutions. Detailed information gathering and analysis prior to service implementation will reduce potential confusion and error. Privacy Impact Assessment process to identify, minimise and address the privacy risks associated with the transition and any changes to information governance.
 - Risk: Potential for fragmentation and loss of good working relationships with child care teams in authorities, and disrupted links with health, education and other services. Mitigation: Engagement of child care teams in the project and specific input into service specification and process changes to ensure links are maintained. Engagement with all partner agencies, service providers and child care services will be needed to include them in the service plans and ensure robust systems are in place to maintain ongoing relationships into the future.
 - Risk: Set up and running costs may be underestimated leading to unforeseen liabilities for partners and/or the new RAA. Mitigation: Financial analysis and modelling involving expert advice is included in the financial and transition plans. Sufficient time will be allocated to these activities and engagement of all partners in agreeing proposals to ensure estimates are understood by all and are as accurate as possible.

RECOMMENDATION

65. That the Cabinet approve proposals for the establishment of the Adoption West Regional Adoption Agency (RAA) as outlined in this report and delegate authority for approving the detailed implementation plans, including financial,

contractual and legal agreements to the Strategic Director (People and Communities) subject to council policies and procedures and consultation with the Section 151 Officer, Head of Legal Services, and relevant elected member in respect of a fully costed business case.

Author

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Background	Adoption West Cabinet Report (E2859, July 2016)
papers	Regionalising Adoption (June 2015) DfE
	Adoption: A vision for change (March 2016) DfE
	The Education and Adoption Act 2016
	Adoption and Children Act 2002

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RAA service design option

Principles

Each Hub provide locality links with flexibility for staff to work across and between hubs.

Each Hub manager takes a lead on a practice theme

Hub & theme management to establish joint RAA culture

More mapping work to be completed to inform locations and resources

Service user engagement to inform development of regional approach

Space available for meetings

All LAs enabling access and desk use ideally alongside children social care teams North Hub (Gloucester)

HUB Manager

Early Perm. & Family Finding

Recruitment & Assessment

Support

Other functions

West Hub (Bristol)

HUB Manager

Early Perm. & Family Finding

Recruitment & Assessment

Support

Other functions

Framework Commissioned Services

Central services virtual hub (functions shared across hubs

- · Strategic leadership
- Front door / Duty
- Marketing / Recruitment
- Tracking
- Performance Mgt & QA
- Commissioning & contracts
- Panel administration
- HR / Finance / IT
- Training for Staff
- Specialist Services

VAA led centre of excellence

CCS Adoption After Adoption

Action for Children

Centre Adoption Support

East Hub (Trowbridge)

HUB Manager

Early Perm. & Family Finding

Recruitment & Assessment

Support

Other functions

APPENDIX 8 - Staff establishment summary

Adoption West - Local Authority Staffing Establishment Summary¹

	Estational Statement State												
		Headcount ²							FTE ³				
	Total	Total (Perm.)	Adoption	Adoption (perm.)	SGO⁴	SGO (Perm.) ⁴	Total	Total (Perm.)	Adoption (Perm.)	SGO (Perm.) ⁴	Other (Perm.)		
BANES	1	1	1	1	0	0	0.5	0.5	0.5	0.0	0		
Bristol	19	19	15	15	5	5	15.4	15.4	11.4	4.0	0		
Gloucestershire	28	18	28	18	0	0	24.1	14.1	14.1	0.0	0		
North Somerset	13	13	9	9	4	4	8.8	8.8	6.0	2.8	0		
South Glos	10	6	9	5	2	1	5.5	3.0	2.4	0.6	0		
Wiltshire	30	25	27	22	8	8	25.0	20.9	14.6	1.8	5.15		
Total	101	82	89	70	19	18	79.4	62.8	49.0	9.2	5.1		

¹ This data is based on analysis of posts within each LA structure and does not necessarily correspond to financial information included in the current budget summary

Full Time Equivalent (permanent staff delivering adoption functions) by role⁵

ge					Social Work		
		Deputy Team	Senior		Assistant / Family		
27	Team Manager	Manager	Practitioner	Social Worker	Support Worker	Business Support	
BANES	0.00	0.00	0.00	0.50	0.00	0.00	0.5
Bristol	1.50	0.00	2.00	5.45	0.50	1.95	11.4
Gloucestershire	1.00	2.31	0.00	8.03	2.77	0.00	14.1
North Somerset	0.59	0.00	1.00	4.41	0.00	0.00	6.0
South Glos	0.50	0.00	0.00	1.50	0.00	0.40	2.4
Wiltshire	1.00	2.00	0.00	8.34	0.00	3.24	14.6
Total	4.59	4.31	3.00	28.23	3.27	5.59	49.0

⁵ Non-permanent contracted staff are not included in this data, work is planned with HR and service managers to agree whether to include/exclude on a case by case basis

² Headcount data includes multiple headcount where one individual may be in multiple posts

³ FTE data is based on allocation of individual posts to adoption / SGO / Other functions

⁴ SGO staffing data is subject to change based on future analysis of SGO practices and resources and does not currently include data for a number of SGO staff groups

Appendix 9

	FTE £ Budget	FTE	£ Budget	FTE	£ Budget	FTE	£ Budget	FTE	£ Budget	FTE	£ Budget	FTE	£ Budget
	Banes		Bristol	Glou	cestershire	N.Sc	omerset	Soi	uth Glos	٧	Viltshire		Total
Other	70,131		40,850				28,499						139,480
Adoption Support													
Support Budget	13,408		38,410		50,564		3,500		29,890		21,047		156,819
Therapy Support											40,000		40,000
Adoption Support Fund Administrator													0
Adoption Support Office Costs									770				770
Total Adoption Activity & Support Costs	100,000		103,640		125,564		62,099		60,863		109,881		562,047
THESE BUDGETS ARE OUT OF SCOPE AND WILL NOT	TRANSFER TO THE	RAA BUT A	ARE INCLUDED FO	R REFEREN	ICE, WORK WILL	BE UNDER	TAKEN TO SEEK	TO RATIO	ONALISE POLICY	,			
Adoption Allowance budget	61,891		749,380		1,609,697		143,870		238,670		344,500		3,148,008
Residence Order Budget	109,760		1,269,290		331,146		260,210		237,920		117,700		2,326,026
SGO allowances/payments budget	100,000		1,269,290		1,802,020		485,120		671,790		1,026,600		5,354,820
Total Allowances / RO Budgets	£271,651		£3,287,960		£3,742,863		£889,200		£1,148,380		£1,488,800		£10,828,854
Total Budget (Excl. IAF)	556,236		4,066,903		4,572,782		1,390,525		1,421,879		2,294,566		14,302,891
Total Budget (Excl. IAF, SGO, All'ces/RO budgets)	223,189		619,403		726,446		374,528		234,883		686,091		2,864,540
Inter Agency Fees Budget	70,485		260,130		200,000		95,528		30,820		89,019		745,982
Intel Agency Income Budget	-100,000		-54,000		-450,000		-166,733		-101,000		-200,000		-1,071,733
Total Inter Agency Fee Budgets	-29,515		206,130		-250,000		-71,205		-70,180		-110,981		-325,751
Inter Agency Fee Net position Actuals 16/17*	94,500		138,667		-222,317		-77,000		-20,500		-131,798		-218,448
* Ksed for alternative total below and to inform Opti	on 1e & 4e on 'Form	ulaOption:	s' sheet										
OPERALL TOTAL	526,721		4,273,033		4,322,782		1,319,320		1,351,699		2,183,585		13,977,140
													13,977,140
OVERALL TOTAL (Excl. SGO, Allowances & RO budge	ets) 193,674		825,533		476,446		303,323		164,703		575,110		2,538,789
	7.63%		32.52%		18.77%		11.95%		6.49%		22.65%		2,538,789
									Co	mparison	to provisional R	AA budget:	-7,446
Alternative totals (excl. SGO, Allowances & RO bud	gets) based on a. pro	portiona	l redistribution of	overhead	budget and b. In	ter Agency	Fee Actuals 16	5/17 in res	sponse to indep	endent au	udit recommenda	tions:	
OVERALL TOTAL (a. redistribution of overhead)	172,839		862,071		481,287		292,444		141,237		588,910		2,538,789
	6.81%		33.96%		18.96%		11.52%		5.56%		23.20%		2,538,789
OVERALL TOTAL (b. IAF actuals 16/17)	317,689		758,070		504,129		297,528		214,383		554,293		2,646,092
													2,646,092
OVERALL TOTAL (a. & b. above)	304,082		787,517		510,866		284,855		194,244		564,527		2,646,092
													2,646,092

RAA DRAFT BUDGET (Appendix 10)					
	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Salary Budget for Adoption Team & Panel					
Service director	91,898	92,817	93,745	94,683	95,630
Team Managers	171,556	173,271	175,004	176,754	178,522
Panel Advisors	113,258	114,390	115,534	116,690	117,856
Deputy Team Managers	152,057	153,578	155,113	156,665	158,231
Social Workers - assessments	579,830	585,628	591,485	597,400	603,374
Social Workers - family finding	248,499	250,984	253,493	256,028	258,589
Social Workers - Support	331,332	334,645	337,991	341,371	344,785
Social Work Assistant / Family Support Workers	99,913	100,912	101,921	102,941	103,970
Business management, marketing, support and panel admin	225,137	227,389	229,662	231,959	234,279
Staff Turnover/Vacancy Budget	-65,035	-65,686	-66,343	-67,006	-67,676
	1,948,444	1,967,929	1,987,608	2,007,484	2,027,559
Other Budgets for Adoption Team & Panel					
T vel	44,744	45,191	45,643	46,100	46,561
ice costs (telephones,print,storage, waste, mail, furniture)	42,724	43,151	43,583	44,019	44,459
T <u>ra</u> ining	11,875	11,994	12,114	12,235	12,357
Acoption Panel support	88,971	89,860	90,759	91,667	92,583
	188,314	190,197	192,099	194,020	195,960
Total Budgets for Adoption Team & Panel	2,136,758	2,158,125	2,179,707	2,201,504	2,223,519
THESE BUDGETS ARE OUT OF SCOPE FOR APRIL 2018 IMPLEMENT	ATION. ANALYSIS WILL	L BE UNDERTAKEN V	I NITH A VIEW TO CH	IANGES IN 2019	
Salary Budget for SGO Team					
Team Manager	79,583	80,379	81,182	81,994	82,814
Consultant SW Pract / Dep. Team Mgr	72,271	72,994	73,724	74,461	75,205
Social Workers	378,228	382,010	385,830	389,688	393,585
Family Support Workers	81,447	82,261	83,084	83,915	84,754
SGO business support	13,061	13,192	13,324	13,457	13,591
Staff Turnover/Vacancy Budget	-18,652	-18,838	-19,027	-19,217	-19,409
Other Budgets for SGO Team					
			2.622	2.000	3,705
Travel & Office Costs	3,560	3,596	3,632	3,668	3,703

Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
28,343	28,626	28,912	29,201	29,493
25,700	25,957	26,217	26,479	26,744
15,279	15,432	15,586	15,742	15,899
24,190	24,432	24,677	24,923	25,173
13,417	13,551	13,687	13,824	13,962
16,200	16,362	16,526	16,691	16,858
57,512	58,087	58,668	59,254	59,847
111,584	112,700	113,827	114,965	116,115
156,819	158,387	159,971	161,571	163,186
40,000	40,400	40,804	41,212	41,624
770	778	785	793	801
489,814	494,712	499,659	504,656	509,702
163,285	164,917	166,567	168,232	169,915
0	0	0	0	0
22,368	22,591	22,817	23,045	23,276
44,871	45,319	45,773	46,230	46,693
230,523	232,828	235,156	237,508	239,883
2,857,094	2,885,665	2,914,522	2,943,667	2,973,104
7/15 082	753 ///2	760 976	768 586	776,272
-				-1,115,250
-325,751	-329,009	-332,299	-335,622	-338,978
2,531,343	2,556,657	2,582,223	2,608,045	2,634,126
-7,446	-7,520	-7,595	-7,671	-7,748
	28,343 25,700 15,279 24,190 13,417 16,200 57,512 111,584 156,819 40,000 770 489,814 163,285 0 22,368 44,871 230,523 2,857,094 745,982 -1,071,733 -325,751 2,531,343	28,343	28,343 28,626 28,912 25,700 25,957 26,217 15,279 15,432 15,586 24,190 24,432 24,677 13,417 13,551 13,687 16,200 16,362 16,526 57,512 58,087 58,668 111,584 112,700 113,827 156,819 158,387 159,971 40,000 40,400 40,804 770 778 788 785 489,814 494,712 499,659 163,285 164,917 166,567 0 0 0 22,368 22,591 22,817 44,871 45,319 45,773 230,523 232,828 235,156 2,857,094 2,885,665 2,914,522 745,982 753,442 760,976 -1,071,733 -1,082,450 -1,093,275 -325,751 -329,009 -332,299	28,343 28,626 28,912 29,201 25,700 25,957 26,217 26,479 15,279 15,432 15,586 15,742 24,190 24,432 24,677 24,923 13,417 13,551 13,687 13,824 16,200 16,362 16,526 16,691 57,512 58,087 58,668 59,254 111,584 112,700 113,827 114,965 156,819 158,387 159,971 161,571 40,000 40,400 40,804 41,212 770 778 785 793 489,814 494,712 499,659 504,656 163,285 164,917 166,567 168,232 0 0 0 0 0 0 22,368 22,591 22,817 23,045 44,871 45,319 45,773 46,230 230,523 232,828 235,156 237,508 2,857,094 2,885,665 2,914,522 2,943,667 745,982 753,442 760,976 768,586 -1,071,733 -1,082,450 -1,093,275 -1,104,208 -325,751 -329,009 -332,299 -335,622 2,531,343 2,556,657 2,582,223 2,608,045

APPENDIX 1 - Summary of strengths and weaknesses of the various delivery model options considered by each LA and agreed by Cabinets / Committees summer 2016 (option 2 agreed)

1		
Option	Strengths	Weaknesses
Option1 - Hosted by a single LA on behalf of a number of Las (Single LA)	 Easier to implement as utilising existing infrastructure Reduced impact on staff change Lower service risk during transition 	 Weaker engagement of VAAs Limited potential for culture change More likely to adopt processes of host rather than best practice of all partners and beyond One LA takes majority of risk and workload to transition One LA takes on staff Requires a willing lead LA Requires other LAs to accept lead LA
Option 2 - Joint Venture between LAs – a new public sector owned entity E.G. Local Authority Company Limited by Guarantee AGREED	 Re-designed processes and structures to improve quality and achieve outcomes Opportunity for new identity and innovation Leaner / more efficient operational delivery Favourable procurement / tax position Scope to include VAAs 	 More complex transition than option 1, however could utilise LAs' infrastructure Subject to greater financial control than option 3 (public sector finance regulations) VAA involvement limited (but VAA desired outcomes achievable)
Option 3 - Creation of a new VAA – possibly a joint venture (e.g. Flexibility for public & third sector ownership)	 Potentially stronger platform for innovation working integrally with VAA VAA involvement and risk sharing Financial freedoms 	 Procurement and tax implications – increased cost Complex / higher risk transition Reduced protection for staff as external Requires VAAs to invest in Joint Venture VAA to accept staff/pension liabilities



DRAFT REGIONAL ADOPTION SERVICE SPECIFICATION

1. Background:

1.1 This schedule sets out the vision, objectives and details of roles and responsibilities to be fulfilled under this agreement by the Regional Adoption Agency and Local Authorities.

2. An Integrated Adoption Service – the Vision

- 2.1 The local authorities in the partnership wish to build on the success of their existing services to improve performance in meeting the needs of those children who require permanence through adoption. This will be achieved by bringing together the best practice from each authority into an Integrated Service. Entering into a Regional Adoption Agency will allow the local authorities to provide a more cohesive, efficient and effective use of resources and development of practice.
- 2.2 All partners are agreed that collaboration should be underpinned by two guiding principles;
 - a. That looked after children and prospective adopters are advantaged by doing so and
 - b. That a regional adoption service is demonstrably more efficient and flexible in delivering the service.
- 2.3 All partners share the ambition to improve performance particularly;
 - a. In reducing the time that children have to wait for adoptive placements
 - b. In improving the experience for prospective adopters from initial inquiry, through the assessment process, panel approval and placement matching and the delivery of post adoption support services.
- 2.4 All partners agree that the joint aim is to improve the adoption system for children and adopters, and that this will involve systemic and cultural changes within local authorities, as well as the development of the RAA. The RAA in isolation will only be able to effect limited change making effective partnership working between RAA and LA staff critical.

3. Key Objectives

- 3.1 The key objectives shared jointly by the RAA and partnering local authorities are
 - a. To provide children with the right adopters at the right time, approving those equipped to meet the needs of children waiting.
 - b. To minimise changes of plan away from adoption
 - c. To reduce delay and improve timescales for matching and placement for all children working with care planning processes in each LA to improve early identification / twin track planning and to achieve best practise and consistency across the region.
 - d. To improve earlier permanency planning using:

- i. Concurrent Planning
- ii. Fostering for Adoption
- e. To take innovative approaches to placing 'hard to place' children. e.g.
 - i. Linking children with adopters from enquiry stage onwards where appropriate
 - ii. Thoroughly preparing child and family for placement
- f. To reduce the likelihood of placement breakdown through timely and improved matching, preparation and adoption support.
 - i. Providing a range of pre and post adoption support and intermediary services in conjunction with statutory and voluntary sector providers
 - ii. Establishing effective working links with key partnership agencies (e.g. schools and health providers)
- g. To form strong and productive partnerships with:
 - i. Adopters
 - ii. Adoptees
 - iii. Voluntary sector providers
 - iv. Health and education
- h. To ensuring that customer feedback and the views of service users are obtained and considered in the development and future operation of the service
- 3.2 All activity in the RAA will ensure compliance with requirements set by legislation, regulation, national minimum standards and local procedures. The RAA will operate under an agreed performance management framework, will be subject to inspection and auditing bodies, and will work closely with the National Adoption Leadership Board.
- 3.3 In the longer term it is anticipated that the new agency will, dependent upon agreed resourcing, extend its offer to support wider permanence options for children including Special Guardianship Orders.
- 3.4 The DfE have made it clear that they wish to see Voluntary Adoption Agencies and Adoption Support Agencies as integral partners in the regional agencies. Action for Children, After Adoption, CCS Adoption, The Centre for Adoption Support and Education, and Adoption UK are invited to join the partnership. The relationship with voluntary agencies will be set out in a memorandum of understanding and separate commissioning arrangements to sit outside this agreement.
- 4. Outline specification of services and responsibilities

- 4.1 The provision of adoption services is acknowledged to be the function of a complex system involving a number of agencies. Each part of the system has to play its own role and to work collaboratively with the others in order to deliver positive outcomes for children. The following table sets out the respective responsibilities of each agency under this agreement.
- 4.2 The Adoption and Children Act (2002) places a statutory requirement on each participating Authority and, therefore, the Integrated Service, to:
 - a. Recruit, assess and support potential prospective adopters
 - b. Work in partnership with the child's social worker in seeking a permanent placement for the child through adoption
 - c. Assess, support and plan for children who are relinquished by their birth parents
 - d. Assess, support and plan for children who have a parallel plan for adoption
 - e. Assess and support parent/partner and family relatives who wish to adopt a child
 - f. Assess and support those adults who are seeking to adopt from another country (inter-country adoptions)
 - g. Provide counselling advice and information to adopted adults post 18.
 - h. Provide Independent support to birth parents involved in proceedings.
 - i. Manage and support Adoption Panels which make recommendations to approve prospective adopters and on the matching of individual children to adopters
 - j. Provide professional advice on best practice and regulations to agency decision makers
 - k. Provide a quality assurance role across the Integrated Service

5. Service collaboration and rationale

- Adoption West, formed as a local authority controlled company limited by guarantee will be commissioned to deliver the new Integrated Service and will bring together the adoption services of the following authorities:
 - a. Bath and North East Somerset Council
 - b. Bristol Council
 - c. Gloucestershire County Council
 - d. North Somerset Council
 - e. South Gloucestershire Council
 - f. Wiltshire Council

- 5.2 The following legislation forms the legal framework within which the new service will operate:
 - a. Local Government Act 1972
 - b. Children Act 1989
 - c. Adoption (inter-country Aspects) Act 1999
 - d. Adoption & Children Act 2002
 - e. Children and Adoption Act 2006
 - f. Education and Adoption Act 2016
- 5.3 The legislation above is supported by the following guidance within which the new service will operate:
 - Statutory instruments 2005 no. 389, children and young persons, England social care, England; The adoption agencies regulations 2005 as amended by Statutory Instruments2013 No. 985, Children And Young Persons, England, The Adoption Agencies (Miscellaneous Amendments) Regulations 2013
 - Statutory Guidance on Adoption for local authorities, voluntary adoption agencies and adoption support agencies July 2013
 - c. Adoption: national minimum standards July 2014
 - d. Early permanence placements and approval of prospective adopters as foster carers; Statutory guidance for local authorities and adoption agencies July 2014

6. Eligibility criteria

- 6.1 The Integrated Service will be responsible for providing a service to:
 - a. Children who require adoption
 - b. Adults who wish to adopt
 - c. All adoptive families living in the region eligible for adoption support
 - d. Adopted adults
 - e. Facilitate contact between adoptive and birth family members
 - f. Birth parents and former guardians eligible for adoption support
 - g. Independent support to birth parents who risk losing their child to adoption
- 6.2 Aspects of these services may be externally commissioned.

7. Service delivery

- 7.1 The Integrated Service will operate on a full time basis providing core services flexibly, as required by the needs of services users.
- 7.2 The Integrated Service will at all times, maintain a volume of service that is sufficient to fulfil all of its statutory duties as an adoption agency, as well as any specific requirements, targets and outcomes of this specification.
- 7.3 The Integrated Service will at all times maintain an appropriately qualified and skilled workforce that is sufficient to fulfil all of its statutory duties as an adoption agency, as well as any specific requirements, targets and outcomes of this specification.
- 7.4 The Integrated Service will have in place a detailed contingency plan to deal with workforce absence caused by planned leave, sickness and vacancies that is cost effective and causes minimum disruption to service delivery.
- 7.5 The Integrated Service will at all times comply with safe employment practice including statutory background checks, confirmation of identity, confirmation of entitlement to work in the UK, disclosure and barring checks, employment and personal references.
- 7.6 The Integrated Service will at all times put the needs of users at the heart of service delivery and maintain a system that ensures their involvement in service design and delivery, as well as decision making.
- 7.7 The Integrated Service will at all times maintain a system for the management of complaints and representations that complies with minimum standards for timeliness, transparency and information sharing.
- 7.8 The Integrated Service will at all times maintain a system for data protection and handling that complies with the Data Protection Act, as amended from time to time.

8. Performance measures

- 8.1 Building on the key objectives of the Regional Adoption Agency, set out in section 3, the Integrated Service will develop a performance management framework and comply with the key performance indicators set and report upon performance in relation to these indicators to the Management Board of the RAA, the Adoption Leadership board and any other statutory body as required.
- 8.2 The performance management framework will include quantitative indicators which will allow performance on the above outcomes to be measured.
- 8.3 The performance management framework will also include qualitative feedback from adopters, service users and key professionals who have contact with the agency.

8.4 Additionally, regional good practice standards will be developed to clarify service expectations, measure outcomes and ensure that services provide good value for money.

9. Outcomes

9.1 Outcomes in adoption have traditionally focussed on placement disruption and breakdown. The data collected is usually quantitative rather than qualitative. To ensure a culture of continuous improvement the new agency will move the focus of evaluation from outputs to outcomes by implementing a review system so that learning from disruptions and breakdowns is captured. This learning will then be used to develop a greater understanding of the factors which present a risk to placement outcomes.

10. Contract monitoring

- 10.1 The Integrated Service will provide quarterly data submissions and associated reports to the Management Board. Additionally, in accordance with the terms of reference of the Management Board, the Integrated Service will be responsible for conducting an annual review of the quality of the service it provides. Mechanisms to monitor the quality and outcomes of the service will include:
 - a. Effective line management, supervision, support and training of staff employed by the service
 - b. A set of regional policies, procedures and practice standards
 - c. A range of methods to obtain feedback on the functioning of the regional service from service users, local authorities and other stakeholders
 - d. Systems to audit the performance of the service against performance indicators and compliance with legislation and standards;
 - e. A system to monitor and manage complaints against the service

11. Ofsted inspection

- 11.1 The RAA will comply with whatever inspection regime is in place from the start of the operational period.
- 12. Detailed division of roles and responsibilities in the new agency.
- 12.1 Recognising the successful delivery of the new service will be dependent on a high level of joint working between LAs and the RAA, table 1 below breaks down the respective roles and responsibilities identifying where the agencies will have to collaborate in the best interests of children

- 13. Summary of proposed service provision, improvements and performance evaluation
- 13.1 An outline of proposed service provision, improvements and performance evaluation is summarised in table 2 below.



TABLE 1 – DIVISION OF ROLES AND RESPONSIBILITIES

1.1 THE CHILD

SERVICE AREA	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL	NOTES
		ADOPTION AGENCY	
Case Responsibility	 The local authority will retain case management responsibility for the child until the making of the Adoption Order. The local authority will be responsible for all statutory functions including but not limited to: Statutory Visits Management and supervision of contact between child and family members. Supervision, administration and finance of foster placements and communication with foster carers (including Fostering for Adoption placements). 	The RAA will provide specialist advice and support to assist LA staff to fully understand the adoption process, influencing and promoting best practice.	
Early identification	The local authority is responsible for identifying, at the	The RAA will allocate a Family Finder to each	Detail for each LA to be
	earliest possible stage, the children who may require	child identified as possibly requiring adoption.	developed in conjunction
of children	adoption and making them and their needs known to the	Staff from the RAA will be involved in	with care planning leads.
requiring	RAA, providing relevant and timely information. The RAA	identifying children for early placement.	The RAA will be asking for
adoption	aims to develop working practices with each LA to ensure close involvement in care planning in order to assist with	Representatives of the RAA will be able to	permission for the

SERVICE AREA	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL	NOTES
		ADOPTION AGENCY	
	the earliest identification and to provide external challenge.	attend meetings in each local authority (such as legal planning meetings, looked after	automatic right to attend these meetings.
		review meetings, care planning meetings etc) to better understand the needs of the children who may require adoption and, where appropriate, to begin to identify suitable adopters at an early stage.	
Early Placement		Where appropriate, and in agreement with the local authority, the RAA will make available a Concurrent Planning Service and a Fostering For Adoption Service for children who may benefit from the possibility of early placement with potential adopters. (Placements will depend on the availability of appropriate carers)	The fostering element of an FFA service will remain the responsibility of each LA. The LA will be responsible for supporting foster carers
Twin Tracking of the children requiring adoption	The local authority will track the progress of children in care proceedings or looked after under section 20 (Children Act 1989) so as to maintain an up-to-date knowledge of their potential need for an adoption placement	The RAA will also actively track all children who may require a plan for adoption or for whom initial information indicates that adoption may be required	
Pre-placement Reports	The LA will be responsible for the completion and cost of all reports prior to an adoption placement being made including Child Placement Reports.	The RAA will advise on and support the completion of the Child placement report and early profile of the child. The RAA will provide support and challenge to help ensure that	

SERVICE AREA	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES
		CPRs are of a consistent high quality across partnership LAs. The RAA will be responsible for the early and any subsequent profile of the child (even before the CPR is compiled) & in identifying early matching considerations. This will include taking into account information and advice from post adoption support services on the potential needs of the child/ren once placed, and potential sources of future support. The RAA will also provide support to undertake more specialist assessments e.g. sibling assessments.	
Assessment of needs	The local authority will be responsible for assessing the child's needs in respect of a future placement and in ensuring that any required financial support for a future adoptive placement is available.	The RAA will provide additional information and advice on the placement needs of the child and the likely need for post adoption support services. It will be necessary for the RAA and LAA to work closely and collaboratively to ensure that the needs of the child can be met and that planned support is sustainable.	
Medical Information	The Local Authority will be responsible for obtaining all required medical information in respect of children who		

SERVICE AREA	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES
	are being considered for adoption and ensuring all health		
	assessments are completed within agreed timeframes		
SHOBPA	The Agency Decision Maker in each LA will be responsible	The RAA will support the SHOBPA decision	The RAA will have a
decision	for the 'Should be placed for adoption' decision.	making process as requested, particularly in	quality assurance role in
	The LA will undertake a regular review of this decision and	the provision of the above information.	this process
	associated plans and keep the family finder in the RAA	The RAA will need to give specific	
	informed of changes.	consideration to medical information in the	
		identification of a possible match.	
Family Finding		The RAA will lead the tracking/family finding	
Process		process in consultation with the local	
		authority.	
Communication	It will be the responsibility of the LA to keep the CPR	A Family Finder will be allocated during the	
during the	updated and to inform the family finder of any changes in	early stages of profiling and will keep a	
family finding	the child's development or circumstances (e.g. change of	watching brief until it is clear that a SHOBPA	
process	placement).	decision will be made.	
		The RAA will keep the LA regularly updated	
		about progress on family finding.	
'Hard to	The LA is responsible for identifying at the earliest	The RAA will either provide or commission a	Some of these issues
Place'/Priority	opportunity where a child is:	service for HTP children which may involve	need addressing with
Children	Aged four or over	some or all of the following:	each LA on a case by case
	From a BME heritage	Increased publicity – DVD, Photos etc	basis.
	Part of a sibling group of two or more	Press and Digital Media advertising	

SERVICE AREA	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES		
		ABOT HOWAGENET			
	Has a disability or medical condition	Profile the child at specific events			
	The LA will gather the relevant information, assess and	Attempt to recruit carers specifically			
	forward to the RAA as soon a possible.	for the child			
		Provide additional training and			
		preparation for potential carers			
		Advise on or assist with additional			
		preparation work with the child.			
Note – It will be the aim of the RAA to identify a choice of potential adoptive matches for a child prior to the conclusion of Care Proceedings					
			T_, _ , _ ,		
Preparation of	The LA will be responsible for preparing the child for an	The RAA will support the LA in the preparation	The RAA could compile		
the child	adoptive placement.	of the child, particular in respect of the future	life story books if		
	The LA will be responsible for the preparation of the child's	placement.	resourced appropriately.		
	Life story Book. This often needs to start early in the	The RAA will develop or commission specific			
	child's looked after career and will contain information to	expertise in the preparation of children who			
	which the LA has immediate access.	are hard to place and who are being prepared			
		using the a more 'bespoke' family finding			
	The LA will be responsible for producing the Later Life	model (see above)			
	Letter				
Linking and	The LA, by agreement, will meet the costs of introductions	The RAA will take lead responsibility for all			
Matching	between children and carers.	aspects of the linking and matching process,			
		but will always involve the LA in the decision			
	The LA will make the final decision regarding a suitable	making process.			
	match and to place a child				
		The RAA will chair shortlisting, linking and			
		formal matching meetings as part of the			

SERVICE AREA	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL	NOTES		
		ADOPTION AGENCY			
		process.			
CPR, DPR, APR,	The LA is responsible for:	The RAA will be responsible for completing			
Matching panel	The CPR	the Adoption Placement Report, apart from			
	Delegation of Parental Responsibility report	the section on the child.			
		The RAA will organise the Matching Panel			
MATCHING	The Agency Decision Maker in each LA will be responsible	The RAA will support the process with	Panel and ADM meetings		
DECISIONS	for the Matching decision.	information as required, including Panel	and processes will need		
		Minutes	to be closely co-ordinated		
			to meet timescales and		
			ensure all relevant		
			information is available.		
ADOPTION	Adoption allowances will be agreed and paid for by each				
ALLOWANCES	LA. LAs will work towards a standardisation of adoption				
	allowances policies regionally.				

1.2 ADOPTER RECRUITMENT

	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL	NOTES
		ADOPTION AGENCY	
Recruitment of	The LA will signpost any enquiries from potential adopters	The RAA will be responsible for recruiting	
adopters	to the RAA.	adopters appropriate to the needs of children	
	The LA will ensure that information relevant to potential	waiting in each LA.	
	adopters is included in its own marketing materials and on	Marketing information will reflect the fact	
	its website, clearly signposting potential adopters to the	that the RAA is delivering the service on behalf	
	website of the RAA.	of partnering LAs.	
Enquiries		The RAA will provide a centralised enquiry	
		process for the region to meet all statutory	
		requirements.	
		The RAA will provide written information to potential adopters and will hold a programme of information events.	
		The RAA may signpost adopters to other agencies where they are not appropriate to	
		the needs of the children which the RAA has waiting.	
Stage One	The LAs will provide all information required for statutory checks of potential adopters resident in the LA.	The RAA will undertake all Stage one functions	

	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL NOTES					
		ADOPTION AGENCY					
Stage Two		The RAA will undertake all Stage Two					
		functions					
PAR		The RAA will complete the Prospective					
		Adopters Report (PAR)					
Approvals		The RAA will service the Adoption Panel.					
		The RAA Agency Decision Maker will be					
		responsible for all approvals					
Post approval		The RAA will provide post approval support					
support and		and training to approved adopters					
training							

1.3 POST ADOPTION SUPPORT SERVICES

	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL	NOTES
		ADOPTION AGENCY	
Ada di sala sa	The LA City of the Control of the Co	The BAA city of the constraint of the	
Adoption support	The LA will consider funding requests for post adoption	The RAA will provide or commission all	
plans	support services which are not included in the core	adoption support services.	
	offer.	The RAA will undertake adoption support fund	
	The same 12 and		
	e.g. Therapeutic support	assessments and applications.	
Referrals and	The LA will signpost all referrals for support from		A referral pathway will be
safeguarding	adoptive families to the RAA.		agreed.
	Where a safeguarding referral is made to the LA the LA		This will often involve
	will conduct any appropriate section 47 enquiry and will		CAMHS and other health
	allocate an LA Social Worker where thresholds are met,		services.
	whilst simultaneously notifying the RAA of any referral		
	involving an adopted child.		
Out-of-hours	All adopters will have access to the LA's Emergency	The RAA will negotiate out of hours support	
services	Duty Team out of core hours.	for specific families where necessary subject	
Services	Duty reall out of core flours.	,	
		to agreed LA funding.	
Indirect /		The RAA will oversee Letterbox contact	
Letterbox contact		between adopted children and birth families.	
Supervised &	Responsibility for direct contact requirements are to be	Responsibility for direct contact requirements	
Sibling Direct	decided based on analysis of current arrangements and	are to be decided based on analysis of current	

	RESPONSIBILITIES OF THE LOCAL AUTHORITY	NOTES	
Contact	RAA resourcing	arrangements and RAA resourcing	
Adoption allowances	Adoption allowances will be paid for by each LA after undertaking the appropriate assessment.		
Adoption Support Fund	Depending on DfE guidance and potential alternative arrangements for administering the ASF, applications may have to be submitted by LAs	The RAA will be responsible for undertaking all assessments and funding applications to the Adoption Support Fund.	
Access to Children's records and files	LA to facilitate	RAA to provide / commission Birth Records Counselling	
Therapeutic support to birth parent		RAA to provide / commission	Legal requirement
Birth parents support to prevent recurring proceedings	TBC	ТВС	
Access to Adopter's records	LA for historic cases	RAA for cases which it has managed	
Intermediary Service to relatives of adopted person	LA for historic cases	RAA for cases which it has managed	Relatives seeking information and contact with the adopted person

1.4 SERVICE USER ENGAGEMENT

	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL NOTES					
		ADOPTION AGENCY					
Adopters		The RAA will engage with adopters individually and in groups with the aim of improving the services available					
Adoptees		The RAA will engage with adoptees individually and in groups with the aim of improving the services available					

1.5 PERFORMANCE MANAGEMENT & INSPECTION

	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES
Data provision	Each LA will need to provide key data to the RAA on performance, as defined in the commissioning contract. Each LA to provide the RAA with data to enable the RAA to plan future recruitment and service provision and to set targets that will meet the needs of children with a plan for permanence.		

	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL ADOPTION AGENCY	NOTES
Data analysis		The RAA will produce a regular report to each LA on performance in a standard format. The schedule and format will be agreed by Board members.	
OFSTED	The future role of OFSTED in adoption is currently under review and future requirements are currently unclear.		

1.6 MISCELLANEOUS SERVICES

	RESPONSIBILITIES OF THE LOCAL AUTHORITY	RESPONSIBILITIES OF THE REGIONAL	NOTES
		ADOPTION AGENCY	
Service to step		RAA to provide	
parents who wish			
to adopt			
Intercountry		RAA to provide/Commission	
adoptions			

TABLE 2 - SUMMARY OF PROPOSED SERVICE PROVISION, IMPROVEMENTS AND EVALUATION

2.1 Front door, Recruitment & Assessment

Service provision and improvements

- The RAA recruitment strategy will be prepared and reviewed on a regular basis to ensure that recruitment of adopters is targeted on the children for whom the L/As are making adoption plans.
- Extensive use of social media and on-line marketing, alongside more traditional advertising and promotional activity to ensure that there is wide coverage of the need for adoptive parents for a wide range of children.
- Assessments of prospective adopters to be undertaken in a timely way to ensure that there is a sufficient pool of approved adopters to facilitate speedy matching, and that priority is given to those wishing to adopt children with additional needs or sibling groups.
- Regular preparation training for prospective adopters to be provided to ensure that no delays occur in commencing/completing assessments. Use of inhouse expertise to enhance training DDP, Theraplay and Birth Relative support practitioners.
- Post approval training to be provided to all applicants, with modules developed that can be delivered to other agencies with the potential to create an income stream.
- Targeted recruitment activity focusing on Priority Children has been the core business of VAAs for many years and there is an opportunity to harness VAA expertise to achieve early placements for children.
- VAA capacity to undertake priority assessments at short notice to be available.
- Training could be commissioned from a VAA either particular modules or complete training programmes to supplement those being provided by RAA staff.

Performance evaluation and monitoring

- LA tracking systems, Permanence Co-ordination and IROs
- Monitoring of source of all enquiries, and ensuring resources are targeted on the most successful approaches.
- RAA case management system to track timescales on all assessments, with management oversight by Team Manager. Target Panel dates to be identified at the outset of all assessments, with flexibility to 'fast-track' assessments for children currently waiting. Additional capacity to be built in to Adoption Panel agendas to enable assessments to be considered promptly when they are completed.
- Monitoring by Team Manager with additional training arranged as required. Training programmes to be regular evaluated by trainers, using service user feedback to ensure the content is relevant and appropriate.

2.2 Child's journey and permanence planning

Service provision and improvements

Better and more methodical early identification of children with likely adoption plans and early involvement of workers from Adoption West

- help to shape and target recruitment activity within Adoption West for individual children, and more generally by identifying trends in ages, family composition, level and type of need.
- allow for early identification of children for whom an Early Permanent (fostering to adopt) placement might be an option, to enable them to move to their permanent family at the earliest possible opportunity.
- ensure that the right level of direct work is undertaken with each child, dependent on their age and level of understanding, to help them to understand why they are in care, what needs to happen for decisions to be made about their future care, including a simplified explanation of the court process. The child's wishes and feelings about their current and future care can be ascertained as part of this process. Work on families can also be undertaken, to help the child to understand about different kinds of families- birth families, foster families and adoptive families. Also work to understand that families come in different shapes and sizes with a mum and a dad, two mums or two dads, or one mum or one dad. This can link back to the composition of the birth family, foster family or potential adoptive family. The direct work with the child is currently undertaken by the local authority child care social worker, who faces the competing and conflicting demands of tight court timetables and gathering evidence as to whether or not the birth family can safely care for the child, and undertaking the more planned and paced direct work essential to help prepare the child for a potential move to adoption. As a result, the direct work with the child is not always undertaken well, or in some cases at all, until the Placement Order is granted. This will be many months after a child first enters care, and when a child's anxieties and insecurities will be high. The better the child understands what is happening, the better prepared that he or she is for a move to their permanent family, and the greater chance of a successful transition and placement.
- enable work to be undertaken with foster carers and supervising social workers to ensure they are involved in and understand the family finding and matching process and time table, and the way transitions are managed. This will help them to support and manage the child's anxieties at this time.
- free up the local authority social worker to fully focus on the court work leading to the granting of a Placement Order.
- ensure that birth relatives have access to an independent worker from Adoption West from the point that adoption is the plan for their child, to provide them with support and to ensure that the fullest possible information about the birth family is gathered. This will help inform the Child Permanence Report, will help with family finding for the child and with the child's life story book. It will also potentially help to set the scene for future letterbox arrangements if the birth relatives are linked with Adoption West workers at this stage.

Supporting local authority childcare social workers

• Ensure more timely matching with support of focused family finding activity undertaken by specialist workers supporting LA social workers balancing the competing demands of child protection and court work as well as adoption work.

- Reduce delay in short listing potential families, arranging visits, completing paperwork for Adoption Panel for matching, and planning introductions. This is currently undertaken jointly with a local authority social worker, who is limited in availability by child protection work, court dates and deadlines.
- Provide continuity for the child, with the RAA worker undertaking the direct work with the child leading to the Placement Order continuing that work and also supporting the child through the matching process and introductions, through to placement and to Adoption Order.
- Continuity for birth relatives with a worker in Adoption West separate to the local authority social worker and already known to them.

Voluntary Adoption Agency involvement

- VAAs will continue to play an important part in providing families for children for whom Adoption West are responsible. VAA involvement on the Management Board will ensure that they have knowledge of and input to discussions about trends in the characteristics of children being referred to Adoption West to inform their recruitment strategy. They may be commissioned to recruit either a certain number of or type of placements each year for Adoption West.
- The level of support and type of adoption support services needed for any particular match is an important part of the matching and placement process. VAAs may also be in a position to offer specific practical or therapeutic support services for individual children and families post placement.

Performance evaluation and monitoring

- Tracking systems will be set up by Adoption West to monitor the journey of each child identified by the Permanence Coordinator as likely to have an adoption plan for permanence. These will monitor the progress of the child through the court and matching process through to placement and Adoption Order, and will be updated and monitored regularly in Adoption West team meetings and through supervision.
- These systems will enable Adoption West to provide the child's originating agency with data on an individual child's progress. Data will also be collected on disruptions prior to Adoption Order and children for whom an adoption placement is not achieved. Comparisons with performance prior to Adoption West going live is already available to measure performance against.
- Data across all aspects of adoption work is also collected and collated quarterly by the Adoption Leadership Board, with headline national trends identified alongside the availability of local data. It is anticipated that this will continue once Regional Adoption Agencies are set up. This will enable comparisons with national performance and trends.
- Reporting mechanisms back from Adoption West into each local authority for oversight and scrutiny by elected members every 6 months will also be set up, incorporating all of the data available.

2.3 Matching and Placement

Service provision and improvements

- Early identification of children through the Permanence Coordinator/Agency Adviser role and advantages in combining the 2 functions in that role.
- Early linking of the RAA worker to prepare the child and start the family finding at the earliest possible point, also creating opportunities to identify children for whom an Early Permanent (concurrency & fostering for adoption) placement might be appropriate.
- Wider choice of prospective adopters from the RAA through more targeted recruitment
- Improved timescales for short listing and visiting potential families, improved standard of CPRs, and other reports for prospective adopters, Adoption Panel and ADM, as the RAA worker will have the expertise and be dedicated to the adoption process.
- Improved support plans due to the early involvement of the RAA
- VAA involvement on the Management Board
- Potential commissioning of assessments for harder to place children from VAAs or spot purchase

Performance evaluation and monitoring

- RAA tracking systems
- Internal management scrutiny and oversight within the RAA
- IRO involvement in statutory reviews, QA and monitoring for each child
- Reporting mechanisms back into the LA about individual children, and overview and scrutiny by elected members
- Quarterly data submitted to the ALB

2.4 Adoption Support

Service provision and improvements

Assessment for adoption support

- Specialist transitions work
- Comprehensive support to placements
- Comprehensive information about adoption support services made available through varied formats, including detailed information online
- Better promotion of adoption support services
- Rapid response team focused on timely response to advice and information requests
- Building on established working relationships with other agencies (e.g. LAs, CAMHS, Out of Hours) in particular in relation to Child Sexual Exploitation, missing children and safeguarding
- Maintaining contact for adoptive families (If desired) following the making the adoption order
- Development of 'buddy' services for adopters
- Provision of Independent Social Work services subject to agency capacity.

Adoption support planning, delivery and review

- Establishment of multi-agency specialist teams (including social workers, psychologists, educationalist and specialist trained adoption support practitioners) providing access to 'in house' specialist services for all adopters across all RAAs.
- Locally delivered specialist services, creating efficiencies in service delivery
- Provision of a menu of services to other agencies including therapy services, training (e.g. to schools) to enable the service to grow and develop.

Specialist areas of Adoption Support

- Economies of scale are expected to enable the provision of regular and additional training and support groups for all relevant parties involved in adoption
- Centre of excellence for the provision of cost effective specialist training
- Development of core training menu to adopters
- Providing a more accessible service across the region building on current good practice delivered by the VAA to two of the LAs
- Dedicated Post Adoption Central Support works to provide comprehensive contact service
- Development of a comprehensive contact service to LAs.

For all stages

- Building on good practice
- Offer training opportunities to students undertaking professional training
- Investment in staff to provide career satisfaction and stability of team membership
- ICT systems that enable the appropriate sharing of information to prevent duplication and delay and to ensure the most appropriate services are offered.

VAA involvement

- VAA involvement in the provision of specific adoption support services
- Integration of VAA staff with specialist adoption support skills / training, e.g. through secondment

Performance evaluation and monitoring

- Reviews of Adoption Support Plans
- Operational performance measures including monitoring of waiting times for services where applicable and disruption rates
- Commissioning contract KPIs
- Regulatory inspections
- Service user feedback
- Increased demand for services
- Supervision and evaluation of 'associate' providers and commissioned services

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RAA Service Development - Service User Engagement and Feedback Summary

Purpose

1. This document provides a summary of engagement and feedback received from adopters, adopted children, birth families, practitioners and other stakeholders with an interest in the development of a regional adoption agency.

Background

Given the reconfiguration of adoption services is a requirement of government policy, formal
public consultation on whether to proceed was deemed to be of limited value. Due to the
specialist nature of the service, targeted engagement with service users regarding how the reconfigured service should be delivered was considered to be the most appropriate course of
action.

Summary

- 3. Engagement and feedback from a broad range of stakeholders has been invaluable in shaping service design. Adopters have been passionate in expressing their views and are constructively engaged at various levels highlighting priorities and areas for improvement. The Adopter Voice programme is actively engaging 154 individuals in the Adoption West region, over 20 adopters have provided detailed input through face to face forums and working groups, 8 birth families have provided their feedback, and survey responses have been considered from over 350 adoptive families.
- 4. Key focus areas for adopters include the range and quality of adoption support, professionalism of staff, clarity of process and information sharing. Adopters consistently highlight the importance of support services to meet the needs of adoptive families and sustain placements. Identified benefits of regionally delivered adoption support services include greater flexibility and accessibility for certain services, joint commissioning opportunities, learning and experience sharing, strengthened peer to peer support, and a range of more efficient delivery options. Other areas highlighted by adopters include the assessment process where there are opportunities for increased adopter involvement, improved availability of training and a focus on adopter choice. The 'Adoptables' peer network of adopted young people has engaged a small group to gather views on what works, what doesn't work so well and how decision-makers can improve service, including how best to support adopted young people at school. Birth families have highlighted barriers to accessing services, issues around contact, life story work and information sharing and potential opportunities for improved support.

Methods

5. Outline proposals for the development of plans to create a regional adoption agency and engage with stakeholders were approved by local authority political decision-making groups in the summer of 2016. A range of focused activity has been undertaken and continues to engage stakeholders to gather views and incorporate feedback into the design of the new service.



On Improving outcomes for children

6. Engagement has included:

- a. Adopter forums led by Adoption UK have been held across the region to explore specific aspects of service provision and the potential impacts of regionalisation. National feedback collected through the Adopter Voice programme has also been incorporated into service design. Over 20 adopters have engaged through forum events around the region and more events are planned.
- b. A detailed survey of all aspects of current provision inviting views on how these services may be affected and improved by a move to a regional adoption agency. The survey was shared with all adopters on local authority and voluntary agency contact lists and was facilitated by Adoption UK. This survey built on insight from a more comprehensive survey analysis of adoption support completed earlier in the year.
- c. Adopters are active members of a number of service development working groups and adopter champions are being recruited to provide ongoing input into detailed service design and delivery.
- d. The 'Adoptables' programme facilitated by Coram and locally by CCS Adoption has also gathered views of adopted young people. Two events have been held and future engagement of adopted children and young people are planned.
- e. Birth parent engagement has been facilitated by After Adoption through a range of appropriate methods, including surveys/follow up discussions and summary reports produced to inform service design.
- f. Each local authority continues to gather regular feedback on the adoption services they provide and this will be incorporated into future service provision.
- g. An adopter newsletter has provided updates to adopters of developments with the creation of a regional adoption agency.
- h. Practitioners have been communicated with throughout the process by their team managers, team meeting updates, monthly newsletters, practitioner engagement events and involvement in practice development working groups.
- i. Partners and wider stakeholder groups including voluntary adoption agencies adoption support agencies, related health service practitioners and commissioners, education services, panel members have all been engaged through core project activity to develop proposals and will continue to be involved in service design.

Findings

7. Adopter Surveys:

a. According to a recent survey of our adopters, conducted September to October 2016, services provided were rated as very good or good by 38%, satisfactory by 32%, and poor or very poor by 30% of respondents.

Average rating for current adoption services				
Very Good	6%			
Good	32%			
Satisfactory	32%			
Poor	21%			
Very Poor	9%			

b. The range and quality of support services are clearly ranked as the most important aspects of an adoption agency. Furthermore, 50% of adopters rate the range and quality of support as poor or very poor, the most negative rating for any of the services that were asked about.



On Improving outcomes for children

- c. Key findings of a comprehensive survey of adoption support highlight the 'excellent knowledge, experience, commitment and support of individual allocated social workers and the quality of training and information'. However, significant weaknesses in provision are also highlighted, including:
 - 54% had not received an adoption support plan prior to placement
 - 31% had not received a life story book
 - 45% had not received a later life letter
 - 49% had not received all the support they required and 11% any of the help required
- d. The survey also highlights that 83% of respondents had required post adoption support. Over half of the adopters had sought help with their children's behavioural and/or emotional issues and 43% had requested educational support for their adopted children.
- 8. Adopter Forums and project working group involvement:
 - a. Clear information should be available at the front door (to explain the process and inform choice)
 - b. The Front door should also facilitate direct access to support (specialist workers, information and services)
 - c. Social workers and information should be open and honest up front so Adopters know what is expected of them
 - d. Consistency, reliability and professionalism of social workers is highly valued
 - e. Appreciation of individual circumstances, flexibility and adopter choice is important
 - f. Adoptive parents' involvement and specialist input should be provided during prospective adopters' preparation
 - g. The quality of Life Story work, later in life letters and contact should be improved
 - h. Panels are deemed to be costly and of limited added value to the process of assessment and matching
 - Developing the model of peer to peer support will be cost-effective and highly valued by adopters
 - j. Improved access to training for adopters and staff should be a priority
 - k. The link between local authority children teams and the regional adoption agency is essential
 - I. Support planning and resourcing should be based on an assumption of need
 - m. RAA s provide a good opportunity to improve data collection, analysis and action to support adopted children, young people and their families (through joined up crossagency responses)
- 9. Birth Family survey and focus groups:
 - a. Barriers to access include lack of knowledge about the service, not being told of the service at a time that they want to engage, not being given the right information about what the service offers.
 - b. Aspects of the service that are particularly valued include independence of the Service from Children's Services and the worker making a 'connection' with the birth parent
 - c. Issue identified with the inconsistency in information given to birth parents in the forms it is given and when
 - d. Many birth mothers struggled with the number of professionals involved as well as the changeover of staff and reported a sense of not feeling understood, valued or supported



On Improving outcomes for children

- e. Inconsistency in how Social Workers collect life story information and while the majority of birth parents were clear that they had been asked for and had given information about their children they are often unclear about what happens to this information and what the purpose of giving this information is.
- f. Birth parents report a lot of difficulties in establishing what contact arrangements are post Adoption and highlight cases where contact should have been arranged but hasn't.

10. Practitioner engagement:

- a. Adoption teams have input into the development of the regional adoption agency through engagement with colleagues involved in project groups, direct involvement in practice development work groups, feedback through team meetings and wider stakeholder events.
- b. Staff feedback on specific proposals will also be incorporated into service design through formal staff consultation. Key opportunities identified by staff include developing consistent good practice approaches regionally, pooling of resources and joining up central functions, better accessibility and range of services for service users.
- c. Initial feedback on outline proposals for the reconfigured services has been positive while also highlighting the challenges to embed more flexible working, maintain links with local authority services and achieve positive organisational culture change

Future developments

- 11. Learning from the experiences to date a number of the methods outlined above will continue to be used to test proposals and monitor feedback to ensure the quality of future service design and delivery. The project team and future management of the regional agency will also address current weaknesses in the areas of special guardian engagement, adult adoptees and continue to consider methods for gathering feedback from children and young people.
- 12. Specific planned future activities include:
 - a. Repeat surveys to monitor changing perceptions / attitudes and assessment of services
 - b. Specific polls on key subjects
 - c. Follow up engagement with adopted children and young people building on 'adoptables' events
 - d. Social media engagement
 - e. Further adopter forums planned
 - f. Online forum development
 - g. Regional agency website development
 - h. Consolidated adopter contact list to facilitate standardised / consistent direct communications
 - i. Special Guardianship engagement activity
- 13. The project and new agency once established will continue to engage proactively with all stakeholders and incorporate their views into the continuous development of high quality services.

Adoption West Regional Adoption Agency

Heads of Terms

v.5 08.03.2017

1 BACKGROUND

- 1.1 The parties to the proposed **Adoption West Regional Adoption Agency ("RAA")** are proposing a corporate joint venture between the local authorities which will operate as the RAA.
- 1.2 These heads of terms represent the key commercial terms for the RAA structure. The intention is that once agreed the Heads of Terms provide an agreed common basis for the detailed documentation to be prepared. These heads of terms are not exhaustive or intended to be legally binding and the parties only intend to be legally bound to one another when they enter into formal contracts for that purpose.

2 DOCUMENTATION

- 2.1 The RAA will be based around the following principal documentation:
 - 2.1.1 members' agreement;
 - 2.1.2 articles of association;
 - 2.1.3 commissioning agreement;
 - 2.1.4 support services agreements;
 - 2.1.5 facility agreement for working capital;
 - 2.1.6 licences for access to premises.

3 MEMBERS' AGREEMENT

- 3.1 The members' agreement will set the rights of the authorities as members of the company and the obligations of the company to the authorities in their member capacity.
- 3.2 Each local authority member and the RAA will be required to sign up to the Members Agreement¹.
- 3.3 Any new member will be required to enter a deed of adherence agreeing to be subject to the Member's Agreement)
- 3.4 The main terms will include:
 - 3.4.1 **Board Composition** the board will have a minimum number of [6] and a maximum of [12], including.
 - (a) Each authority will have a right to appoint [1] director with the potential for multiple authorities to be represented by a single individual where agreed by all parties. Appointees from the authorities will be officers;
 - (b) [1] VAA representative(s) appointed to the board;
 - (c) [2] executive directors on the board;
 - (d) [1] front line staff representatives;

¹ It is not proposed that any VAA has a role as a member, i.e. owner of the company.

- 3.4.2 **Quorum -** The quorum for meetings will be **[4]** including all of the authority representatives.
- 3.4.3 **Remit of the Board** the board will have the remit of implementing the business plan as approved by the owner authorities on an [annual basis] and will be required to refer any "reserved matter" back to the owner authorities for approval. Reserved matters will be articulated in the members' agreement.
- 3.4.4 **Funding** the financial requirements of the company will be met by the payments to the company under the commissioning agreement. The owning authorities will not be required to invest any equity into the company.
- 3.4.5 **Surplus** any surplus generated will be retained within the company and invested into future services [or to reduce subsequent charges paid by the authorities to commission the services]. There is no scope for profit distribution from the company.
- 3.4.6 **Term and termination** the members' agreement will be co-terminus with the commissioning agreement for each authority.
- 3.4.7 **Dispute Resolution** in the event of a dispute on the terms of the members' agreement the dispute will be referred to the following escalation tiers:
 - (a) Board of directors
 - (b) Directors of Children Services of all authorities as representatives of the members
 - (c) [chief executives]

In the event the dispute is still not resolved it could be referred to mediation with agreement.

4 ARTICLES OF ASSOCIATION

- 4.1 The company will be a company limited by guarantee.
- 4.2 The articles will dovetail with the members' agreement and be a document of public record. The presence of the members' agreement means there will be less emphasis / importance associated with the articles.

5 COMMISSIONING AGREEMENT

- 5.1 Each of the six member local authorities will enter into a Commissioning Agreement with the RAA detailing the services commissioned to be delivered.
- 5.2 The main terms will include:
 - 5.2.1 **Services** the RAA will provide the services [as set out in a specification in the agreement] [and updated on an annual basis through the business plan]. [There will be no payment mechanism based on certain Key Performance Indicators].

Payment – each commissioning authority will pay for the provision of the services during the Term in advance in the following percentages set out in the Table below. These financial contributions will be in proportion to current spending on the services [as set out in a specification in the agreement]. Proportional contributions toward future costs based on current spend will be as follows:

Bath & North East Somerset			North Somerset	South Gloucestershire	Wiltshire
6.81%	33.96%	18.96%	11.52%	5.56%	23.20%

- 5.2.2 **Performance Monitoring** the RAA will report [quarterly] against agreed information. [Key Performance Indicators will be monitored and reported against]. In the event of agreed level of non-performance the commissioning authority will be entitled to require a remediation plan by the RAA to address the non-performance.
- 5.2.3 **Term and Termination** the agreement will be for an initial period of [3] years. There will be no option of voluntary termination within that period. There will be the right to terminate in the event of a material breach including failure to rectify non-performance within agreed parameters.
- 5.2.4 **Employment and Pensions –** staff will TUPE transfer as a result of the commissioning contract with LGPS pensions continuing. The RAA will agree to be an [admitted body] to the [3] pension fund[s] Avon, Gloucestershire and Wiltshire pension fund for the purpose of allowing on-going membership of the LGPS. The legacy authorities will retain liability for all pension risk associated with individuals they employed up to the point of transfer.
- 5.2.5 **Assets and Contracts** contracts related to the service [will be required to novate to the RAA].
- 5.2.6 **Dispute Resolution –** the same dispute resolution applicable to the members' agreement will apply (see 3.4.7 above).

6 SUPPORT SERVICES

6.1	The following	services	will be	provided	to the	RAA	by the	following	authorities	on a [co	st recovery
	basis]:										

- 6.1.1 ICT by []
- 6.1.2 HR [and payroll] by []
- 6.1.3 Finance by []
- 6.1.4 Legal by []

[
Signed for and on behalf of Bath and North East Somerset Council	Date
Signed for and on behalf of Bristol City Council	Date
Signed for and on behalf of Gloucestershire County Council	Date

Signed for and on behalf of North Somerset Council	Date
Signed for and on behalf of South Gloucestershire Council	Date
Signed for and on behalf of Wiltshire Council	Date

EQUALITY IMPACT ASSESSMENT AND ANALYSIS (EgIAA) FORM

This form is in place in order to guide staff members through a robust EqIAA process. The council has a statutory duty to conduct EqIAAs and this form has been designed to take full account of the requirements of this statutory duty. Each question contained within this form must be fully addressed (unless otherwise stated). It is noted that all completed EqIAA forms are publicly available documents and therefore, it is important to respect this when inserting your text e.g. use minimal jargon, clear explanations etc.

Overall, the council has a duty to fully consider the implications for equality in respect of all its 'Functions'. The term 'Functions' needs to be understood broadly to embrace the full range of functions, activities, policies, procedures and decisions for which the council is responsible.

Name of Function under consideration:	Adoption and special guardianship services
Is this Function 'Major', 'Minor yet likely to have a major impact' or 'Neither'	Major
Date(s) of completing the EqIAA:	June 2016 December 2016
Name and job title(s) of person(s) completing the EqIAA:	Stuart Babbage (Adoption West Project Manager)

SECTION 1 - INTRODUCTORY INFORMATION

1. What is the main purpose of the Function?

The project aims to combine the adoption and special guardianship services of 6 local authorities in the west of England (Bath & North East Somerset, Bristol, Gloucestershire, North Somerset, South Gloucestershire, Wiltshire). Adoption and special guardianship services recruit, assess, approve and support prospective adopters, match children waiting for adoption with adopters and support adoptive/ special guardianship placements. Adoption West is likely to provide some functions in respect of SGO assessment and support but the degree to which that is encompassed into the RAA and what form this will take will be agreed as part of a second phase. Special Guardianship Orders (SGO) are made within private or public law proceedings and provide a legal framework for a child or young person to live with person's who are not their parent's. A Special Guardianship Order made in favour of a connected adult to the child confers onto that adult parental responsibility.

2. List the main activities of the Function:

Adoption West RAA will bring together the recruitment, assessment, matching and permanence support services across the six local authorities and establish formal arrangements with voluntary sector partners in order to provide the following services. Where references are made to adoption / adopters this also relates to special guardianship orders / special guardians.

1. For the child/ren:

- a. Family finding shared responsibility with LAs and VAAs
- b. Matching providing a range of options for selection
- c. Introductions
- d. Specialist work to prepare the child for adoption
- e. Supporting the life story work with the child (Pre-adoption life story work will be completed by LA with support, training, guidance from RAA)
- f. Development of staff through supervision and training
- g. Early identification of potential for adoption tracking of needs
- h. Challenge regarding timescales to ensure swift planning for children

- i. Review and inform sibling attachment assessments and advise the LA
- j. Oversight of concurrent/foster to adopt placements
- k. There is also potential to develop the RAA role in providing quality assurance on aspects of the child's journey, providing a greater level of challenge to custom and practice and, providing concurrency services
- I. Counselling and support in accessing birth records and liaison with LA that holds the file

For adopters:

- a. Family finding for adopters
- b. Marketing campaigns
- c. Assessment of adopters
- d. Role in introductions, adoption support assessments, adopter training
- e. Court process for adoption applications
- f. Support and supervision of placements
- g. Matching
- h. Panel and ADM
- i. Recruitment activity
- j. Provision of information
- k. Preparation groups
- Feedback from adopters
- m. Work with adoption link / and other providers.
- n. Services for post adoption contact
- o. Step-parent adoption assessments
- p. The arrangement of inter-country adoption

3. Adoption support for families:

- a. Creation and review of support plans
- b. Re-assessment of support needs as required
- c. Creation of a menu of support and ability to tailor support and commission
- d. Create and maintaining clear criteria for support tiered approach
- e. Advertising the availability of support
- f. Commissioning support (including bespoke packages)
- g. Provision of training
- h. Direct provision of adoption support
- i. Coordinate health, psychological and therapeutic support services
- j. Seeking innovation, new income streams
- k. Planning support based on the need analysis and review
- I. Contact including letter box
- m. Intermediary services
- n. Birth relative counselling and support
- o. Creating and supporting an adoption community
- p. Support to Adult Adoptees
- q. Complaints
- 4. For the Regional Adoption Agency
 - a. Strategic development and promotion of adoption including senior level influence with key

stakeholders

- b. Relationship building and working arrangements / good practice with courts and other agencies
- c. Innovation and continuous improvement

5. Outside of scope

- a. The child's journey up to the point at which the decision that the child should be placed for adoption is made (local authorities)
- b. Timely agency decision maker (ADM) decision making for children (local authorities)
- c. The provision of post adoption financial allowances (local authorities based on single agreed approach across all LAs))
- d. Duty to fund post adoption support for children (local authorities subject to consideration of forecasting and agreement on funding model)
- e. Storage and retrieval of a child's file (remain with the placing local authority, as with all children looked after files that LAs are required to retain, but initial contact and process managed with RAA involvement and support)

3. Who are the main beneficiaries of the Function?

- Children looked after with adoption and special guardianship as the plan for permanence
- Children who have been adopted or placed for adoption
- Prospective adopters and approved adopters / special guardians
- Birth relatives of children who are or will be adopted
- Adopted adults

4. How is the overall success of the Function measured?

Volumes / percentages:

Children

- Number of placement orders granted
- Number of children matched with adoptive families
- Number of children placed with adoptive families
- Number of children adopted
 - o Aged under 5 / over 5 years old, Female / Male, BME, Disability, Sibling group
- Number of children with a placement order waiting to be placed
 - Aged under 5 / over 5 years old, Female / Male, BME, Disability, Sibling group
- Number of children with a placement order but not yet placed (18 months or more since entering care)
 - o Aged under 5 / over 5 years old, Female / Male, BME, Disability, Sibling group
- Number of children with a decision but not yet placed

<u>Adopters</u>

- Number of adoptive families approved within 6 months of registration / after 6 months of registration
- Number of adoptive families matched within 3 months of approval / after 3 months of approval
- Number of prospective adopter registrations
- Number of prospective adopter approvals
- Number of adoptive families matched to children
- Number of adoptive families with children placed with them
- Number of adoption orders granted

<u>Timeliness of placements, adopter recruitment process</u>

Children

- Average number of days between a child entering care and moving in with adoptive family
- Average length of time spent waiting (since entering care) for those with a placement order not yet placed (days)
- Average time between an LA receiving court authority to place a child and the LA deciding on a match to an adoptive family

Adopters:

- Average number of days between registration and approval for new approvals
- Average number of days between approval and match for new matches
- Average number of days between registration and match for new matches
- Average number of days between enquiry and the start of Stage 1 for new approvals
- Average number of days for Stage 1 for new approvals
- Average number of days between the end of Stage 1 and the start of Stage 2 for new approvals
- Average number of days for Stage 2 for new approval
- Number of prospective adopters not yet approved
- Number of approved adopters waiting to be matched with children

Outcomes

- Outcomes for adopted children (e.g. education, health)
- Adoption breakdowns
- Service user feedback / satisfaction
- 5. What equality monitoring systems are in place to carry out regular checks on the effects of the Function on equality groups? (NB. If no equality monitoring systems are currently in place, the need for implementing a monitoring system should be considered and details given in Section 4 of this form).

Equality monitoring systems exist in each local authority adoption service with teams recording and reporting data about the children placed and the prospective and approved adoptive families supported. This is currently done in various ways by different local authorities. This project

6. What are your equality related performance indicators/measure of success for this Function?

As outlined in section 4 above there are a number of equality related indicators used to measure the success of this function.

Essentially the equality related performance of the service will be measured by the:

- Numbers and percentages of children placed for adoption by age group, gender, ethnicity, disability
 and part of a sibling group compared to local populations and regional / national data. This includes
 an analysis of the numbers/percentages waiting to be placed and actually placed / supported.
- Numbers and percentages of adopters supported by age, gender, sexual orientation, ethnicity, disability.
- Feedback and user satisfaction analysed by equality groups indicators

SECTION 2 - INITIAL ASSESSMENT OF IMPACT

7. Use the following table to indicate where you think that the Function could have a negative impact on any of the following groups (i.e. it could disadvantage them), where you think that the Function could have a positive impact on any of the groups and contribute to promoting equality of opportunity or improving relations with equality groups, where you think there is no impact or where you are unsure of impact.

Equality Group	Negative	Positive	No	Unsure	Reason(s)*
	Impact	Impact	Impact	of Impact	(at this stage, list the reason(s) as identified by person(s) completing this EqIAA)
Women/Girls					Service users - The RAA will aim to increase the potential for children
Men/Boys			\boxtimes		to be adopted regardless of gender
					Staff - The staff group is predominantly female. Any changes to service delivery through adoption west would therefore impact on this group. Extensive consultation is planned with all staff across the adoption west councils and will need to take into account any additional caring responsibilities of staff during consultation and engagement
Lesbians, gay men & bisexuals					Service users - The RAA will continue the current efforts of LAs in
					recruiting, assessing and supporting LGBT adopters. Support services will be available recognising the specific needs of LGBT adopters.
					Staff - The majority of staff have not declared their sexual orientation. The proposals will have a neutral impact on this group, the consultation will enable staff regardless of their sexual orientation to shape the adoption west plans.
Transgender people					Service users - As above
					Staff - No staff report they are transgender or have undergone gender reassignment. The proposals and consultation will have a neutral impact on this group.
White people (including Irish					Service users - By expanding the immediate pool of potential adopters
people)					and improving processes, the RAA aims to increase potential matches
Asian or Asian British people					and improve the timeliness of adoption for all children. This change will potentially have the biggest positive impact for BAME children who
Black or Black British people					will potentially have the biggest positive impact for british children who

	Equality Group	Negative Impact	Positive Impact	No Impact	Unsure of Impact	Reason(s)* (at this stage, list the reason(s) as identified by person(s) completing this EqIAA)
	People of mixed heritage					historically have waited longer to be placed.
	Chinese people		\boxtimes			
	Travellers (gypsy/Roma/Irish heritage)					Staff - Staff in the adoption service reflect a range of BME backgrounds. The majority of staff are white British. The proposals and
	People from other ethnic groups		\boxtimes			consultation will have a neutral impact on staff from BME groups.
	Disabled People:					
	Physical impairment, e.g. mobility issues which mean using a wheelchair or crutches.					Service users - By expanding the immediate pool of potential adopters and improving processes, the RAA aims to increase potential matches and improve the timeliness of adoption for all children. This change
	Sensory impairment, e.g. blind/having a serious visual impairment, deaf/having a serious hearing impairment.					will potentially have the biggest positive impact for disabled children who historically have waited longer to be placed. Prospective adopters with a disability will be supported through the assessment, matching
Page	Mental health condition, e.g. depression or schizophrenia.		\boxtimes			and support functions to reduce/remove any potential barriers to adopting a child.
e 1/2	Learning disability/difficulty, e.g. Down's syndrome or dyslexia, or cognitive impairment such as autistic spectrum disorder.					Staff - a variety of consultation methods will be used to ensure that staff can contribute and would not be disadvantaged should they have any stated or undisclosed disability
	Long-standing illness or health condition, e.g. cancer, HIV, diabetes, chronic heart disease or epilepsy.					
	Other health problems or impairments.					
	Older People					Service users - Prospective adopters of all ages (over 21) will be supported.
						Staff - Staff are spread across the age bands, reflecting a balanced workforce in terms of age and experience. It is anticipated that the proposals for Adoption West and the planned consultation will not impact negatively on staff in terms of age.
	Children and Young People		\boxtimes			Service users - The service is focused on improving outcomes for

	Equality Group	Negative Impact	Positive Impact	No Impact	Unsure of Impact	Reason(s)* (at this stage, list the reason(s) as identified by person(s) completing this EqIAA)
_						children and young people looked after with adoption and special guardianship as the plan for permanence. There are risks associated with service changes but the planning and delivery will be driven by the need to ensure positive outcomes for children and young people.
	Faith Groups			\boxtimes		Service users - Applications are encouraged from prospective adopters of all religious and faith groups. Prospective adopters of all faiths will be supported through the assessment, matching and support functions to reduce/remove any potential barriers to adopting a child. Where birth parents are of active faith backgrounds the service will try to find families to reflect this.
P						Staff - Numbers of those who declared their religion for each LA are too low to report however neither the proposals or the consultation will have a negative impact on this protected characteristic
Page 173	Pregnancy & Maternity					Service users - Proposed changes do not affect this protected characteristic. Adopters are entitled to leave and benefits that are similar to pregnancy and maternity rights.
_						Staff - The consultation proposals will need to take account of the fact staff may have caring or family responsibilities. The consultation will ensure that any staff who may be taking maternity leave are offered the opportunity to contribute and workforce change policies regarding this group will be followed.
-	Marriage & Civil Partnership					Service users - The service will continue to support adopters / prospective adopters that are single/married/in a civil partnership/an unmarried couple (same sex and opposite sex).
						Staff - Numbers of those who declared their marital status are too low to report however consultation will have a neutral impact on this protected characteristic

^{*} Reasons Column: - state clearly what the impact(s) is with reasons why.

8. If you have indi	cated that there is a ne	egative impact on any group, is that impact:				
Legal?	Yes 🗌	No 🗌				
Intended?	Yes 🗌	No 🗌				
Level of impact	High 🗌	Low				
No negative impact has been identified:						
9. Could you mini impact has been		egative impact - how? (Enter N/A if no negative				
N/A						
10. Could you imprimpact has been	•	of the Function - how? (Enter N/A if no positive				
Yes — As identified in the table above there will be a specific emphasis on increasing the potential for adoption for children and young people from priority groups. This will be enabled through targeted recruitment, preparation and support for adopters. Improved and targeted recruitment will aim to increase the immediate availability of a wider pool of potential adopters. The integrated regional service will seek to continuously improve services for all children, adopters / prospective adopters. With reference to how this may benefit specific equality groups, improvements may include the development of a wider range of support services, possibly targeted for specific groups where there is a demand and this will be of value to service users.						
11. If there is no evidence that the Function promotes equality of opportunity or improved relations, could it be adapted so that it does - how? (Enter N/A if appropriate).						
The function does promote equality of opportunity but there will be the opportunity to gather and analyse data at a regional level to monitor organisational performance on promoting equality of opportunity or improved relations. This will form part of commissioning arrangements defined in a commissioning contract and member's agreement that will require regular performance reporting by the regional adoption agency to the partner local authorities. This reporting requirement will highlight performance in this area and drive future improvement planning.						
12. Any other relevant notes: N/A						

SECTION 3 – CONSULTATION & RESEARCH IN RELATION TO THE EQIAA

NB. Section 3 must be completed if:

- The Function under consideration has been deemed 'Major' or 'Minor, yet likely to have a major impact'
- Any negative impact has been highlighted in respect of any group listed in question 7.
- You are unsure about impact in respect of any group listed in question 7.
- Positive impact can be improved and there is a need to consult with stakeholders in relation to what can be done to improve the positive impact.

If none of the above points apply, tick here: and go to Section 4 of this form	If no	ne of the	above	points a _l	oply, tick	k here:	and go	to Section	on 4 of	this	form.
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NB. If this Section 3 requires completion and if no consultation or research has been conducted, stop completing this Form, carry out your appropriate consultation and research, then return to this Form to complete questions 13 to 15 - then continue with completing the remainder of this Form.

13. What consultation has been conducted with groups and individuals from groups likely to be affected as well as staff, and what evidence has this provided about equalities impact? (Involvement and consultation are crucial to the EqIAA process. There is an explicit requirement to consult appropriate groups and individuals. No-one can give you a better insight into how proposed changes will affect, for example, disabled people, than disabled people themselves).

The project has engaged with and received feedback from adopters/prospective adopters, adopted children, birth families, social work practitioners, health and education colleagues, voluntary adoption agencies and other stakeholders with an interest in the development of a regional adoption agency. Engagement and feedback from a broad range of stakeholders has been invaluable in shaping service design. Adopters have been passionate in expressing their views and are constructively engaged at various levels highlighting priorities and areas for improvement. The Adopter Voice programme is actively engaging 154 individuals in the Adoption West region, over 20 adopters have provided detailed input through face to face forums and working groups, 8 birth families have provided their feedback, and survey responses have been considered from over 350 adoptive families.

Key focus areas for adopters include the range and quality of adoption support, professionalism of staff, clarity of process and information sharing. Adopters consistently highlight the importance of support services to meet the needs of adoptive families and sustain placements. Identified benefits of regionally delivered adoption support services include greater flexibility and accessibility for certain services, joint commissioning opportunities, learning and experience sharing, strengthened peer to peer support, and a range of more efficient delivery options. Other areas highlighted by adopters include the assessment process where there are opportunities for increased adopter involvement, improved availability of training and a focus on adopter choice. The 'Adoptables' peer network of adopted young people has engaged a small group to gather views on what works, what doesn't work so well and how decision-makers can improve service, including how best to support adopted young people at school. Birth families have highlighted barriers to accessing services, issues around contact, life story work and information sharing and potential opportunities for improved support.

Due to the nature of engagement it is not always possible to analyse responses by specific equality group, however, further analysis will be conducted on survey responses where equality data has been collected and specific questions will be asked with adopter forums to further identify potential equalities impact.

14. What relevant research (data, reports, expert opinion etc.) has been conducted and what evidence has this provided about equalities impact? (The assessment should be underpinned by up-to-date and reliable information about the different group(s) likely to be affected. A lack of data is not a sufficient reason to conclude that there is no impact. Where there is no detailed quantitative data available, there may often be national statistics or qualitative studies on the area concerned. These can be supplemented by local informal consultation).

The table below summarises recent adoption performance for local authorities within the adoption west regional agency and provides a comparison with the wider region and national data. Data for the Adoption West sub-region is broadly representative of local populations and reflective of national trends. Performance could be improved for placement of children with a disability however, due to the low volumes the actual figure is not reported. The National Statistics Code of Practice requires that reasonable steps should be taken to ensure that all published or disseminated statistics protect confidentiality. For confidentiality purposes, numbers from one to five inclusive are supressed. Locally, reporting will ensure data is included for children with a disability so that monitoring can identify equality impacts.

	Characteris	Characteristics of adopted children								
	Number of	Number of children adopted during 2014-15								
Aged Aged 5							Part of			
	under 5	years old					sibling	Priority		
	years old	and over	Female	Male	BME	Disabled	group	group*		
ALL LAS IN	4,580	670	2,510	2,830	830	210	1,930	2,850		
ENGLAND	87%	13%	47%	53%	16%	4%	36%	53%		
SOUTH WEST	370	60	210	240	30	20	160	210		
300TH WEST	86%	14%	47%	53%	7%	4%	36%	47%		
ADOPTION	130	10	75	65	10	0	40	60		
WEST RAA	93%	7%	54%	46%	7%	0%	29%	43%		

^{*}Aged 5 and over, BME, Disability, Sibling group

National data on children looked after:

Gender

56% (39,670) of children looked after on 31st March 2016 were male and 44% (30,780) were female.

Age

- 5% (3,540) of children looked after on 31st March 2016 were under 1 year old
- 13% (9,140) were aged between 1 and 4 years old
- 20% (14,090) were aged between 5 and 9 years old
- 39% (27,220) were aged between 10 and 15 years old
- 23% (16,460) were aged 16 and over

Ethnicity

- 75% (53,150) of children looked after on 31st March 2016 were white
- 9% (6,250) were of mixed racial background
- 4% (3,110) were Asian or Asian British
- 7% (5,150) were Black or Black British
- 3% (2,290) were from other ethnic groups
- 1% (500) were other (refused or information not yet available)

Placements

- 74% (51,850) of children looked after on 31st March 2016 were living with foster carers
- 11% (7,600) were living in secure units, children's homes or hostels
- 5% (3,810) were placed with their parents
- 4% (2,940) were placed for adoption
- 4% (3,040 were with another placement in the community

• 2% (1,200) were placed in residential schools or other residential settings

National data on children adopted 2015/16 and children waiting for an adoptive placement:

Gender

• 53% (2,490) of children adopted during the year ending 31st March 2016 were boys and 47% (2,200) were girls.

Age

The average age at adoption in the year ending 31st March 2016 was 3 years 5 months, 2 months older than in 2015.

- 5% (230) of children adopted during the year ending 31st March 2016 were under 1 year old
- 72% (3,370) were aged between 1 and 4 years old
- 22% (1,020) were aged between 5 and 9 years old
- 1% (70) were aged between 10 and 15 years old
- None were aged 16 and over (to nearest 10)

Ethnicity

- 83% (3,880) of looked after children adopted during the year ending 31st March 2016 were white
- 11% (490) were of mixed racial background
- 2% (120) were Black or Black British
- 2% (80) were Asian or Asian British
- 1% (40) were from other ethnic groups
- 2% (70) were other (refused or information not yet available)

Of the children waiting for an adoptive placement at 30 June 2016:

- 29% were aged 5 years or over
- 16% were of BME heritage; 6% were disabled
- 56% were part of a sibling group.

550 of those children waiting had been waiting for 18 months or more since entering care. Of those:

- 47% were aged 5 years or over
- 18% were of BME heritage
- 5% were disabled
- 62% were part of a sibling group

We know children of BME heritage, sibling groups, older children and children with a disability typically wait longest. The proposed changes include a commitment to identifying children with the most complex needs at a very early stage in their looked after journey and allocating resources accordingly. The system will aim to fully understand children's individual needs and deliver what works to help find and support quality placements for these children.

National data on Adopters

During the year ending 31 March 2016:

- 89% (4,190) of children were adopted by couples and 11% (500) by single adopters.
- 9.6% (450) of children were adopted by same sex couples (either in a civil partnership, married or neither) in the year ending 31 March 2016.

Staff data

All work force changes will be carried out in accordance with local authority policies and procedures and adjustments will be made to ensure all staff have equal opportunity to contribute to and provide feedback on proposals prior to implementation of any changes. The data in the tables below will support the development of HR policies and work force development strategy for the regional agency.

Adoption West St	affing Equality Impact Data
	- 1

	Gender		Ethnicity			Disability			
	Female	Male	White British	Non-White British	Not stated	No	Yes	Not stated	
%	90%	10%	84%	5%	11%	80%	1%	19%	
Total	82	9	64	4	8	73	1	17	

Age	%
Under 20	0%
Age 20 - 30	14%
Age 30 - 40	17%
Age 40 - 50	19%
Age 50 - 60	33%
Age 60 - 70	13%
Age 70 - 80	3%
Total	100%

15. What contributions does your function/activity make towards promoting community cohesion? (Evidence can be supplemented by your consultation activity conducted in questions 13 and 14 above)

In order that adoptive parents' backgrounds reflect those of our Looked After Children, advertising will target specific groups, contact will be made with local minority groups and consultation with stakeholders will continue to positively influence service development and practice.

SECTION 4 - OUTCOMES

16. The evidence that has been collected under Sections 1, 2 and 3 of this form will need to feed into the decision making process regarding changes to be implemented <u>before</u> any final decisions are taken. There are four possible outcomes of this EqIAA – indicate which outcome below with the reasons and justification for this.

Outcome	Your response	Reason(s) and Justification
Outcome 1: No major change required.	(No action plan is required, complete the 'Reason(s)/Justification' column, enter N/A in question 17 then go to Section 5)	The requirements of the new agency to improve equality impacts will be embedded within the commissioning contract and defined in the new agency's policies and procedures.
Outcome 2: Adjustments to remove barriers or to better promote equality have been identified.	(Action Plan is required, complete the 'reason(s)/Justification' column and then go to Question 17)	
Outcome 3: Continue despite having identified potential for adverse impact or missed opportunities to promote equality.	(No action plan is required, complete the 'Reason(s)/Justification' column, enter N/A in question 17 then go to Section 5)	
Outcome 4: Stop and rethink.	(Action Plan is required, complete the 'Reason(s)/Justification' column and then go to Question 17)	

17. List the actions you will take as a result of this EqIAA. These actions must be:

- Clearly planned using the action planning template shown at the end of this form, OR
- Clearly planned by adding the actions stated here to an action plan which you already have in place.

Actions will be recorded in project and service plans for the regional adoption agency

SECTION 5 - EQIAA EVIDENCE

18. List and attach the evidence you have which shows how you have <u>systematically</u> <u>considered</u> equality impact.

Equalities data for service users (Children & Adopters) as gathered and monitored by each LA DfE: Children looked after in England (including adoption and care leavers) year ending 31 March 2016 www.gov.uk

Adoption Leadership Board quarterly data reports: July to September 2015. www.gov.uk
Ofsted: Adoption agencies data in England year ending 31 March 2014 www.gov.uk
Notifications of private fostering arrangements in England: Year Ending 31 March 2015 www.gov.uk
Adoptions in England and Wales, 2012 www.ons.gov.uk

EQUALITY IMPACT ASSESSMENT AND ANALYSIS ACTION PLANNING FORM

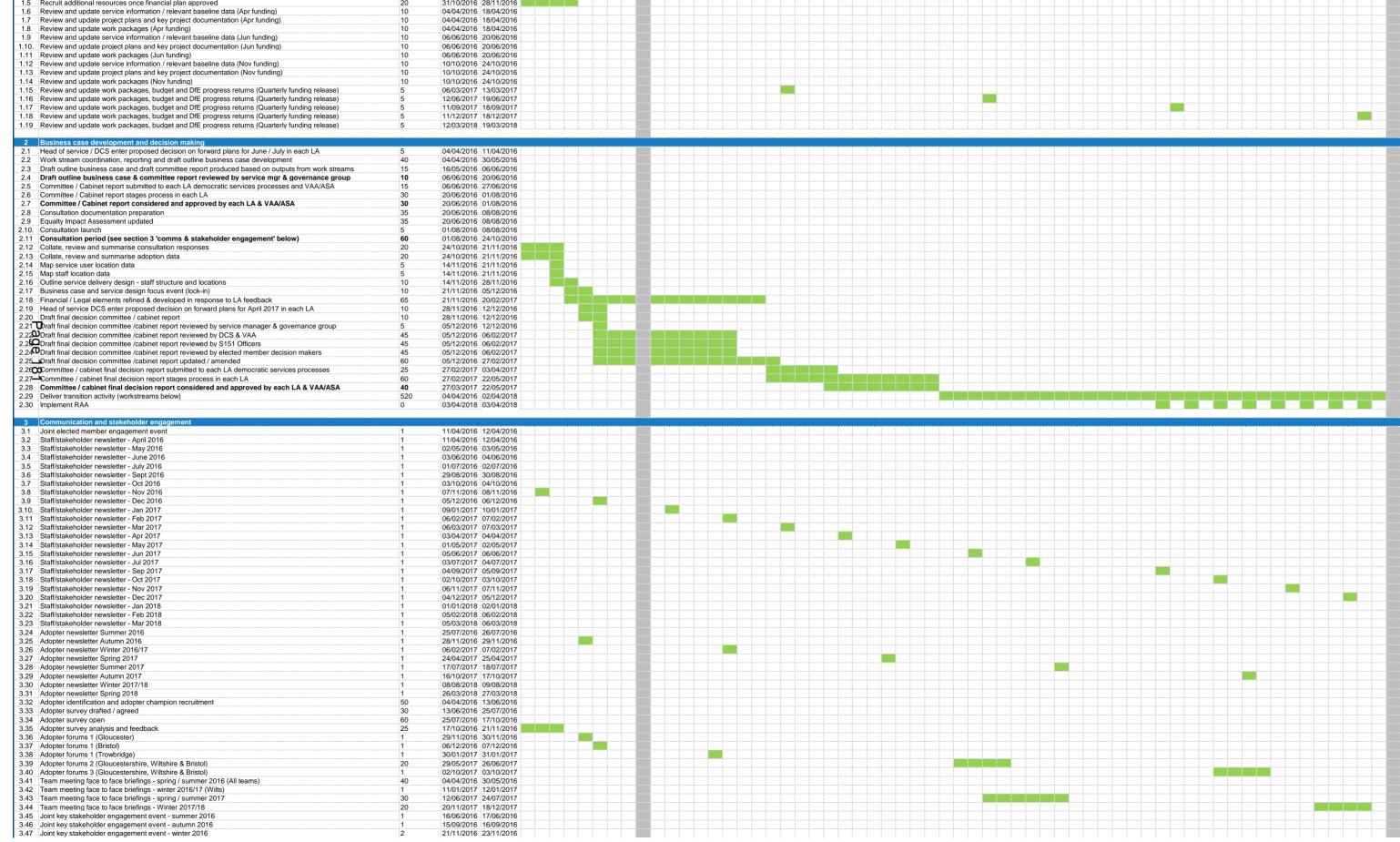
NB. Add and delete rows as required.

	Overall Objective(s)	What overall impact will successful achievement of the objective have?	What we will do (i.e. actions we will take)	How we will monitor / evaluate / review progress?	Responsibility	Timescale
D M						
Page 180						
9						

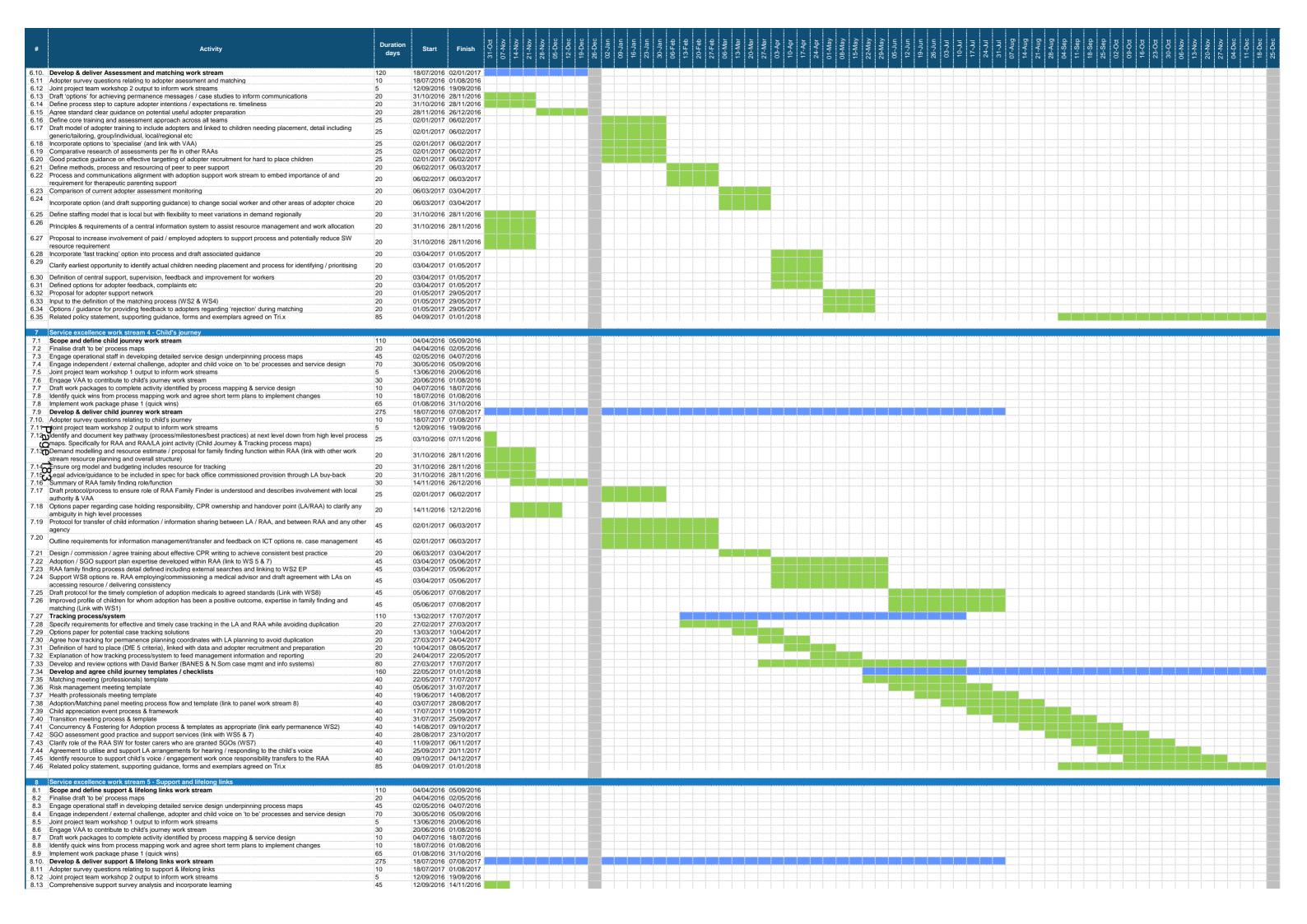
Planned date for next EqIAA exercise:	Equality Impact Assessment to be completed for the new agency and
	included in policies and procedures to be actively managed and
	reported on a regular basis.

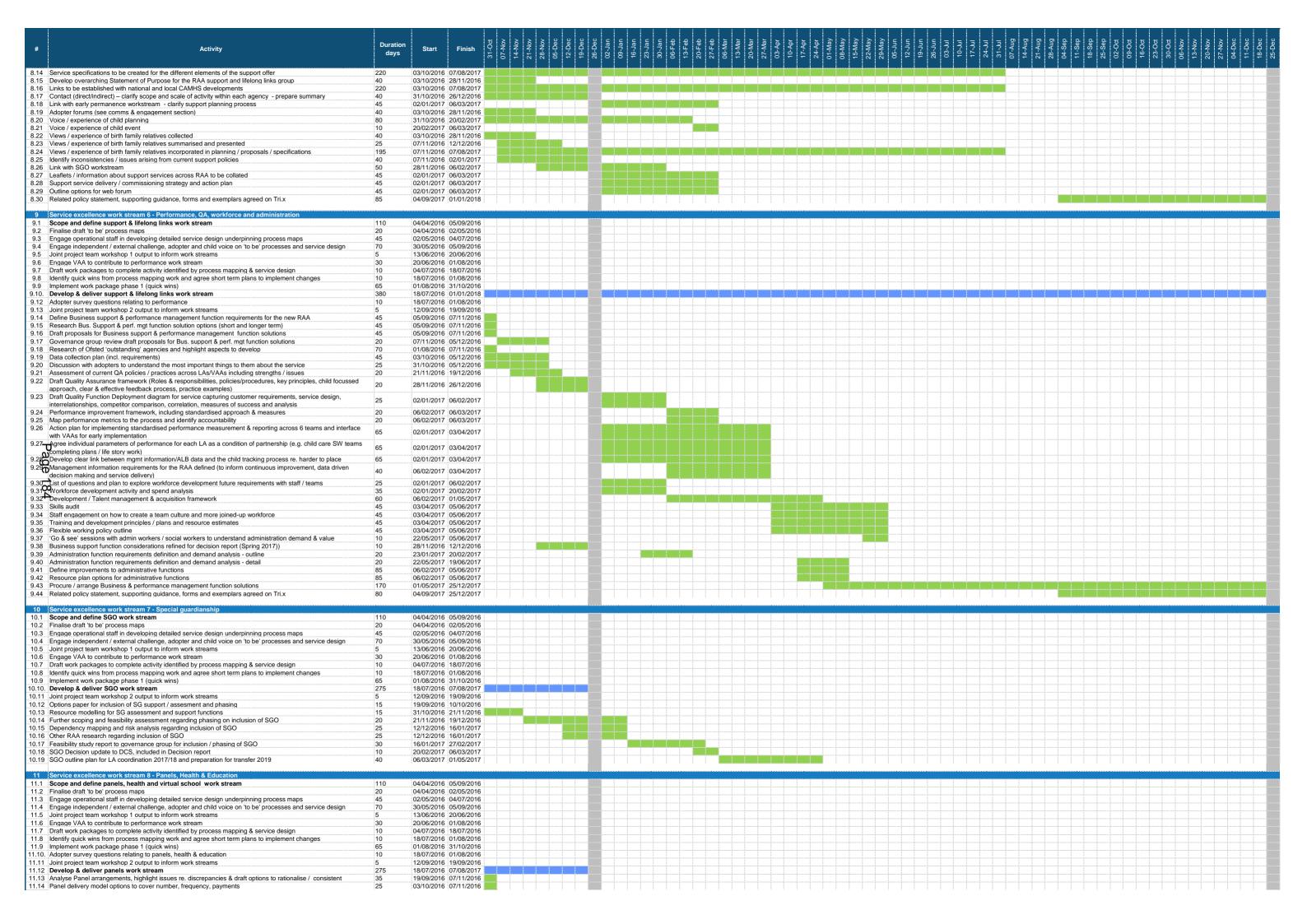
Adoption West RAA Project plan days 04/04/2016 11/04/2016 Confirm resource plans and extend contracts, coverred by bridging funding Negotiate Jun-Oct funding 30/05/2016 13/06/2016 Review and update resource plans / contracts covered by June-Oct funding 06/06/2016 04/07/2016 Identify / recruit additional resoures once implementation funding decision made 19/09/2016 31/10/2016 Recruit additional resources once financial plan approved 31/10/2016 28/11/2016 Review and update service information / relevant baseline data (Apr funding) 04/04/2016 18/04/2016 Review and update project plans and key project documentation (Apr funding) 04/04/2016 18/04/2016 Review and update work packages (Apr funding)
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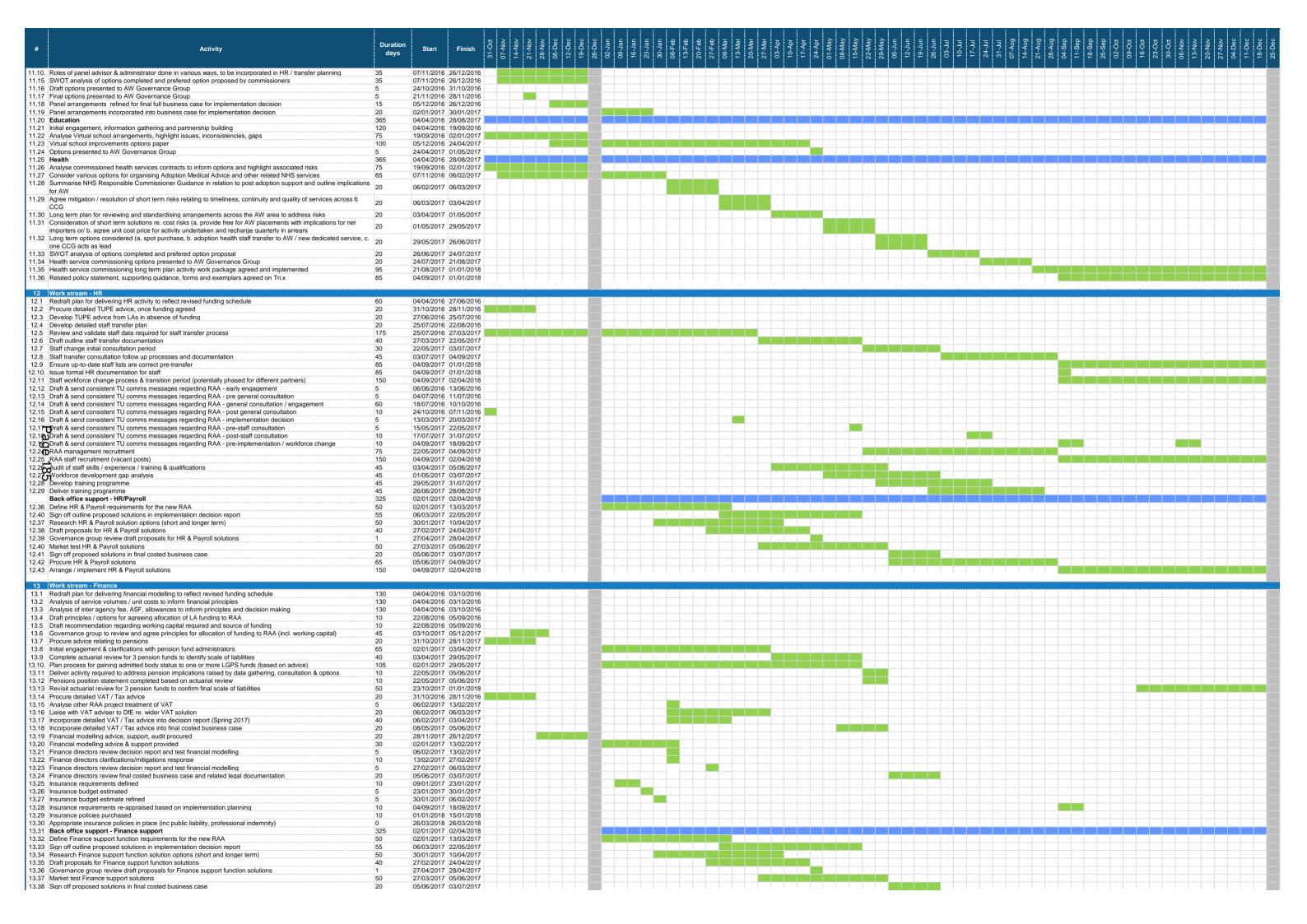
Draft outline business case & committee report reviewed by service mgr & governance group 16/05/2016 06/06/2016 06/06/2016 20/06/2016 Committee / Cabinet report submitted to each LA democratic services processes and VAA/ASA Committee / Cabinet report stages process in each LA 06/06/2016 27/06/2016 20/06/2016 01/08/2016 Committee / Cabinet report considered and approved by each LA & VAA/ASA 20/06/2016 01/08/2016 Consultation documentation preparation 20/06/2016 08/08/2016 Equalty Impact Assessment updated 20/06/2016 08/08/2016 Consultation launch 01/08/2016 08/08/2016 Consultation period (see section 3 'comms & stakeholder engagement' below) 2.12 Collate, review and summarise consultation responses2.13 Collate, review and summarise adoption data 24/10/2016 21/11/2016 24/10/2016 21/11/2016 2.14 Map service user location data 14/11/2016 21/11/2016 14/11/2016 21/11/2016 2.15 Map staff location data Outline service delivery design - staff structure and locations 14/11/2016 28/11/2016 2.17 Business case and service design focus event (lock-in)
2.18 Financial / Legal elements refined & developed in response to LA feedback 21/11/2016 05/12/2016 21/11/2016 20/02/2017 2.19 Head of service DCS enter proposed decision on forward plans for April 2017 in each LA
 2.20 Draft final decision committee / cabinet report 28/11/2016 12/12/2016 28/11/2016 12/12/2016 2.21 Uraft final decision committee /cabinet report reviewed by service manager & governance group 05/12/2016 12/12/2016 2.22 Draft final decision committee /cabinet report reviewed by DCS & VAA 05/12/2016 06/02/2017 29 Draft final decision committee /cabinet report reviewed by S151 Officers 05/12/2016 06/02/2017 2.24 Draft final decision committee /cabinet report reviewed by elected member decision makers 05/12/2016 06/02/2017 2.25_Praft final decision committee /cabinet report updated / amended 05/12/2016 27/02/2017 2.26 committee / cabinet final decision report submitted to each LA democratic services processes 27/02/2017 03/04/2017 2.27—Committee / cabinet final decision report stages process in each LA 27/02/2017 22/05/2017 2.28 Committee / cabinet final decision report considered and approved by each LA & VAA/ASA
 2.29 Deliver transition activity (workstreams below) 27/03/2017 22/05/2017 04/04/2016 02/04/2018 2.30 Implement RAA 03/04/2018 03/04/2018



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# Activity	Duration days	Start Finish	31-0c 07-No 21-No 28-No 05-De 12-De	26-De 02-Jar 09-Jar 16-Jar 23-Jar	30-Jar 06-Fet 13-Fet 20-Fet	20-784 13-Ma 27-Ma 03-Ap	24-Api 01-Ma 08-Ma 15-Ma 22-Ma 29-Ma 05-Jur	19-Jur 26-Jur 03-Ju 10-Jul 17-Jul 24-Jul	07-Aug 14-Aug 21-Aug 28-Aug 04-Sep 11-Sep	18-Ser 25-Ser 02-Oc 09-Oc 16-Oc 23-Oc 30-Oc	06-No 13-No 27-No 04-De 11-De 18-De
3.48 Joint key stakeholder engagement event - spring/summer 2017 3.49 Joint key stakeholder engagement event - Autumn 2017	2	12/06/2017 14/06/2017 02/10/2017 03/10/2017									
3.50 Joint all staff engagement event - autumn/winter 2016	1	23/11/2016 24/11/2016									
3.51 Joint all staff engagement event - summer 2017	1	26/06/2017 27/06/2017									
Service excellence work stream 1 - Front door, adopter marketing & recruitment Scope and define front door, marketing & recruitment work stream	20	04/04/2016 02/05/2016									
Finalise draft to be process maps Engage operational staff in developing detailed service design underpinning process maps	20 45	04/04/2016 02/05/2016 02/05/2016 04/07/2016									
4.4 Engage independent / external challenge, adopter and child voice on 'to be' processes and service design	70	30/05/2016 05/09/2016									
Joint project team workshop 1 output to inform work streams Engagement with VAA to explore front door process options	5 20	13/06/2016 20/06/2016 27/06/2016 25/07/2016									
Draft work packages to complete activity identified by process mapping & service design workshops Identify quick wins from process mapping work and agree short term plans to implement changes	10 10	27/06/2016 11/07/2016 04/07/2016 18/07/2016									
Develop and deliver front door, marketing & recruitment work stream Adopter survey questions relating to front door, marketing & web	120 10	18/07/2016 02/01/2017 18/07/2016 01/08/2016									
 4.11 Joint project team workshop 2 output to inform work streams 4.12 Front door sub-processes defined (Define how collaborative / joined up front door works, including service user 	5	12/09/2016 19/09/2016									
selection of assessing agency) 4.13 Front door high level practice description & guidance drafted	45 45	01/08/2016 03/10/2016 03/10/2016 05/12/2016									
4.14 Front door resourcing modelling - high level proposal	10	01/08/2016 15/08/2016									
Front door resourcing modelling - integrated with wider resource modelling Front door technical / ICT requirements defined	20 20	07/11/2016 05/12/2016 07/11/2016 05/12/2016									
4.17 Definition of future front door functions to be provided/commissioned 4.18 Front door process performance measures / volumes standardised & prepare for collection Apr 17<	20 65	07/11/2016 05/12/2016 02/01/2017 03/04/2017									
Front door process change sponsors identified in each partner organisation Front door process change action plan drafted	25 40	02/01/2017 06/02/2017 06/02/2017 03/04/2017									
4.21 Front door process change sponsors communicate transition phase guidance within their organisations 4.22 Front door process change sponsors monitor success and report issues	110	03/04/2017 04/09/2017 03/07/2017 10/07/2017									
4.23 Front door process change sponsors communicate implementation guidance within their organisations	160	04/09/2017 16/04/2018									
4.24 Marketing / recruitment 4.25 Form marketing / recruitment sub-group	445 10	25/07/2016 09/04/2018 18/07/2016 01/08/2016									
 4.26 Marketing / recruitment good practice research (local / national / beyond adoption) 4.27 Marketing / recruitment strategy collation and knowledge building (who, info used / required, understanding of 	25 65	01/08/2016 05/09/2016 05/09/2016 05/12/2016									
demand, resource required, targets, channels) 4.28 Agree combined marketing / recruitment strategy	60	07/11/2016 30/01/2017									
Explore and clarify with VAA the extent of their specialist adopter recruitment and how to be presented Combine marketing plans and resources	60 40	07/11/2016 30/01/2017 06/02/2017 03/04/2017									
4.31 Implement combined marketing / recruitment strategy	260 15	03/04/2017 02/04/2018 06/03/2017 27/03/2017									
Social media set up and outline strategy during transition phase Marketing / recruitment resourcing model - high level proposal	65	01/08/2016 31/10/2016									
4.34 Marketing / recruitment resourcing model - integrated with wider resource modelling 4.35 Identity / branding options and implications	25 35	31/10/2016 05/12/2016 15/08/2016 03/10/2016									
4.36 Identity / branding development 4.37 Website principles and development plan	20 35	06/03/2017 03/04/2017 15/08/2016 03/10/2016									
4.38 Website outline content 4.39 Website costs	45 10	05/09/2016 07/11/2016 19/09/2016 03/10/2016									
4.40—YVebsite delivery plan	10 5	19/09/2016 03/10/2016 03/10/2016 10/10/2016									
4.41 Web hosting 4.42 Web template / design	20	20/03/2017 17/04/2017									<u> </u>
4.43 Email mailbox set up 4.44 Initial website (phase 1) content agreed and live	15	20/03/2017 27/03/2017 27/03/2017 17/04/2017									
4.45 Ongoing website (phase 1) content updates and development 4.46 Web development (phase 2) features planned 4.47 Web development (phase 2) features costed (and resourced)	5 35	24/04/2017 01/05/2017 03/04/2017 22/05/2017									
4.47 Web development (phase 2) features costed (and resourced) 4.48 Web development (phase 2) features built	30 30	22/05/2017 03/07/2017 03/07/2017 14/08/2017									
Web development (phase 2) features test Web development (phase 2) features live	30 30	14/08/2017 25/09/2017 25/09/2017 06/11/2017									
Web development future features planned, costed, built, tested and live Related policy statement, supporting guidance, forms and exemplars agreed on Tri.x	160 85	06/11/2017 18/06/2018 04/09/2017 01/01/2018									
	100	[04/05/2017 01/01/2010									
5 Service excellence work stream 2 - Early Permanence Scope and define early permanence work stream	20	04/04/2016 02/05/2016									
 5.2 Finalise draft to be process maps 5.3 Engage operational staff in developing detailed service design underpinning process maps 	20 45	04/04/2016 02/05/2016 02/05/2016 04/07/2016									
 5.4 Engage independent / external challenge, adopter and child voice on 'to be' processes and service design 5.5 Joint project team workshop 1 output to inform work streams 	70 5	30/05/2016 05/09/2016 13/06/2016 20/06/2016									
5.6 Engage VAA to lead Early Permanence work stream Draft work packages to complete activity identified by process mapping & service design workshops	30 10	20/06/2016 01/08/2016 04/07/2016 18/07/2016									
5.7 Identify quick wins from process mapping work and agree short term plans to implement changes 5.8 Develop & deliver early permanence work stream	10 120	18/07/2016 01/08/2016 18/07/2016 02/01/2017									
5.9 Adopter survey questions relating to early permanence 5.10. Joint project team workshop 2 output to inform work streams	10	18/07/2016 01/08/2016 12/09/2016 19/09/2016									
5.11 Identify & document EP current practice (process/milestones/guidance) and align with child journey process	45	01/08/2016 03/10/2016									
proposals 5.12 Summary of RAA future early permanence function	40	05/09/2016 31/10/2016									
5.13 Draft combined policy/protocol to ensure RAA early permanence function is consistently understood & describes involvement with LA & VAA	60	03/10/2016 26/12/2016									
5.14 Identify & document tracking current practice (process/milestones/guidance) for standardisation 5.15 Culture change action plan	60 40	03/10/2016 26/12/2016 05/12/2016 30/01/2017									
5.16 Demand modelling and resource estimate / proposal for early permanence function within RAA (link with wider resource planning & structure)	30	14/11/2016 26/12/2016									
5.17 Contribute to protocol for transfer/sharing of child info between LA / RAA / VAs and any other agency developed by	65	02/01/2017 03/04/2017									
WS4 Child's journey Outline requirements for information management/transfer and feedback on ICT options re. case management	65	02/01/2017 03/04/2017									
5.19 LA / RAA information sharing and accountability protocol	65	02/01/2017 03/04/2017									
5.20 Agree design / commissioning of training to achieve consistent best practice re. early permanence 5.21 Contribute to RAA family finding detailed process developed by WS4	65 65	02/01/2017 03/04/2017 02/01/2017 03/04/2017									
5.22 Specify requirements for effective and timely case tracking in the LA and RAA while avoiding duplication (link to WS4 – Child's journey)	65	02/01/2017 03/04/2017									
5.23 Options paper for potential case tracking solutions (link to WS4 – Child's journey) 5.24 Related policy statement, supporting guidance, forms and exemplars agreed on Tri.x	65 85	02/01/2017 03/04/2017 04/09/2017 01/01/2018									
	ioo	0-1/00/2017 01/01/2018									
6.1 Service excellence work stream 3 - Adopter assessment and matching Scope and define Assessment and matching work stream	110	04/04/2016 05/09/2016									
 6.2 Finalise draft to be process maps 6.3 Engage operational staff in developing detailed service design underpinning process maps 	20 45	04/04/2016 02/05/2016 02/05/2016 04/07/2016									
Engage independent / external challenge, adopter and child voice on 'to be' processes and service design Joint project team workshop 1 output to inform work streams	70 5	30/05/2016 05/09/2016 13/06/2016 20/06/2016									
Engage VAA to lead adopter assessment and matching work stream Draft work packages to complete activity identified by process mapping & service design	30 10	20/06/2016 01/08/2016 04/07/2016 18/07/2016									
6.8 Identify quick wins from process mapping work and agree short term plans to implement changes	10	18/07/2016 01/08/2016									
6.9 Implement work package phase 1 (quick wins)	65	01/08/2016 31/10/2016									







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	Duration	8 8 6 6 6 d				g g g g g g g g	5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5
# Activity	days	Start Finish 0 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	26-D 30-L 30-L 13-F 13-F 13-M 20-M 20-M	10-A 17-A 17-M 18-M 19-U-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1	26-J- 10-J 14-A 14-A 28-A	24-8 11-8 18-8 18-9 25-0 16-0 16-0	30-O 13-N 20-N 27-N 11-D 11-D
3.39 Procure Finance support function solutions 3.40 Arrange / Implement Finance support function solutions	65 150	05/06/2017 04/09/2017 04/09/2017 02/04/2018					
	1.00	0 //05/2011 02/0 //2010			· · · · · · · · · · · · · · · ·		
14 Work stream - ICT 14.1 Apply service design and process mapping to inform process of developing ICT solutions	45	04/04/2016 06/06/2016					
14.2 Define ICT support function requirements for the new RAA within each oerational work stream	70	06/06/2016 12/09/2016					
14.3 Analyse requirements of each work stream for commonality & potential conflicts	70	06/06/2016 12/09/2016					
Research ICT support function solution options (short and longer term) Engage with LA ICT services re. potential solutions / constraints / dependencies	75 75	12/09/2016 26/12/2016 17/10/2016 30/01/2017					
14.6 Liaise with other RAA projects and compare ICT approaches	75	21/11/2016 06/03/2017					
14.7 Follow up engagement with potential suppliers of case management systems	75	21/11/2016 06/03/2017					
Outline solutions options in implementation decision report SWOT analysis of options and potential solutions	45 65	02/01/2017 06/03/2017 02/01/2017 03/04/2017					
4.10. Draft proposals for ICT organisational support function solutions and operational case management systems	25						
	20	27/02/2017 03/04/2017					
Service manager group review draft proposals for ICT support function / case mgt solutions Governance group review draft proposals for ICT support function / case mgt solutions	1	21/03/2017 22/03/2017 30/03/2017 31/03/2017					
14.13 Identify / recruit ICT expertise to support solution development / specification	40	27/02/2017 24/04/2017					
14.14 Develop detailed solutions options / procurement brief for general organisational ICT	30	17/04/2017 29/05/2017					
 14.15 Develop detailed solutions options / procurement brief for adoption case management / other systems 14.16 Service manager group review final proposals for ICT support function / case mgt solutions 	30	17/04/2017 29/05/2017 23/05/2017 24/05/2017					
14.17 Governance group review final proposals for ICT support function / case mgt solutions	1	25/05/2017 26/05/2017					
14.18 Procure / arrange ICT support function solutions	65	05/06/2017 04/09/2017					
14.19 ICT implementation plans	150	04/09/2017 02/04/2018					
15 Work stream - Legal							
15.1 Redraft plan for delivering legal advice & guidance to reflect revised funding schedule	130	04/04/2016 03/10/2016					
15.2 Procure detailed Legal advice regarding forming of a corporate structure and delivering the transition 15.3 Heads of terms agreed for decision report (Members agreement, articles of association, commissioning contract)	30 50	03/10/2016 14/11/2016 28/11/2016 06/02/2017					
15.4 Agreed outline articles of association including board composition and voting rights for LA / VAA Directors	25	02/01/2017 06/02/2017					
15.4 Agreed dutiline articles of association including board composition and voting rights for EA7 VAA Directors 15.5 Outline service specification for decision report	25	02/01/2017 06/02/2017 02/01/2017 06/02/2017					
15.6 Clarification of Teckal requirements and associated risks for decision report	25	02/01/2017 06/02/2017					
15.7 Outline of statutory duties regarding transfer of adoption functions	25 20	02/01/2017 06/02/2017					
15.8 Review outline legal assumptions with LA legal representatives for decision report 15.9 Members agreement including reserved decisions, board appointment rights, any funding obligations and agreed		06/02/2017 06/03/2017					
arrangements around exiting	60	06/03/2017 29/05/2017					
5.10. Detailed clarification of statutory duties regarding the transfer of adoption functions	60	06/03/2017 29/05/2017					
5.11 Commissioning of services contract including service specification, working capital arrangements & support services	60	06/03/2017 29/05/2017					
5.12 Evidence how meet national minimum standards for adoption services and the Statutory guidance	60	06/03/2017 29/05/2017					
5.16 Service manager group review final commissioning contract / service specification	1	23/05/2017 24/05/2017					
5.17 Governance group review final member's agreement,commissioning contract / service specification 5.13 Policies and procedures in place as stipulated in minimum standards	150	25/05/2017 26/05/2017 29/05/2017 25/12/2017					
5.14 Company registration	10	22/05/2017 05/06/2017					
15.15 Ofsted registration initial enquiry / planning	10	12/06/2017 26/06/2017					
15.16 Ofsted registration 15.17—Back office support - Legal support	10 325	01/01/2018 15/01/2018 02/01/2017 02/04/2018					
I5.18 Define Legal support function requirements for the new RAA	50	02/01/2017 13/03/2017					
5.18 Sign off outline proposed solutions in implementation decision report	55 50	06/03/2017 22/05/2017					
5.20 Research Legal support function solution options (short and longer term) 5.21 Draft proposals for Legal support function solutions	40	30/01/2017 10/04/2017 27/02/2017 24/04/2017					
5.22 Governance group review draft proposals for Legal support function solutions	1	27/04/2017 28/04/2017					
15.23 Market test Legal support solutions 15.24 Sign off proposed solutions in final costed business case	50 20	27/03/2017 05/06/2017					
15.25 Procure Legal support function solutions	65	05/06/2017 03/07/2017 05/06/2017 04/09/2017					
5.26 Arrange / Implement Legal support function solutions	150	04/09/2017 02/04/2018					
16 Work stream - Commissioning and procurement							
16.1 Combined analysis of current commissioned spend, service delivery volumes, capacity & capability	85	04/04/2016 01/08/2016					
16.2 Options for future commissioning commitments / preferences considered with VAAs	195	04/04/2016 02/01/2017					
16.3 VAA develop service offers informed by RAA work stream / operational improvement planning 16.4 Market analysis of VAA capacity, appetite and ability to provide services	320 160	04/04/2016 26/06/2017 14/11/2016 26/06/2017					
16.5 Service delivery model / resourcing options to reflect commissioning options informed by VAA engagement and	80						
support work stream proposals		02/01/2017 24/04/2017					
Coutline support service commissioning proposals / schedule Service manager group review support commissioning proposals	50	13/03/2017 22/05/2017 23/05/2017 24/05/2017					
Service manager group review support commissioning proposals Governance group to review and agree commissioning proposals	1	27/05/2017 28/05/2017 27/05/2017 28/05/2017					
16.9 Commissioning considerations incorporated into final costed business case for implementation decision	20	05/06/2017 03/07/2017					

Bath & North East Somerset Council					
MEETING/ DECISION MAKER:	Cabinet				
MEETING/					
DECISION DATE:	12 th April 2017	E 2936			
TITLE: Chew Valley Neighbourhood Development Plan					
WARD: Chew Valley North, Chew Valley South & Mendip					
AN OPEN PUBLIC ITEM					
List of attac	chments to this report:				

Appendix 1: Draft Chew Valley Area Neighbourhood Plan – available at:

http://www.bathnes.gov.uk/services/planning-and-building-control/planning-policy/neighbourhood-planning-bnes/neighbourhood-0

1 THE ISSUE

- 1.1 Following the successful examination and referendum, this report seeks to make and bring into force the Chew Valley Neighbourhood Plan (Appendix 1), so that it will be used by the Local Planning Authority to help determine planning applications within the Neighbourhood Area.
- 1.2 Chew Magna Parish Council is the qualifying body authorised to act in relation to the Neighbourhood Plan. The Chew Valley Neighbourhood Development Plan area comprises of the parishes of Chew Magna, Chew Stoke, Compton Martin, East Harptree, Hinton Blewett, Ubley and West Harptree.

2 RECOMMENDATION

Cabinet is asked to agree to:

2.1 Make and bring into force the Chew Valley Neighbourhood Development Plan, as set out in Appendix 1, as part of the Development Plan for the Chew Valley Neighbourhood Area, in accordance with Section 38A(4) of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011).

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

3.1 The main costs of producing the Chew Valley Neighbourhood Plan related to in-kind technical support provided, plus the costs of the external examination, referendum and associated printing costs. These costs will be funded through a £20,000 Government Neighbourhood Planning Grant, which will be received by the Council by the end of the calendar year (Neighbourhood Planning Grants are paid quarterly and the next payment is expected in July 2017).

- 3.2 All other minor costs associated with supporting the preparation of the Neighbourhood Development Plan have been covered within the existing LDF budget.
- 3.3 Significant community resources have been invested into the Chew Valley Neighbourhood Development Plan preparation, including substantial volunteer time.
- 3.4 Once the Neighbourhood Plan is made, where all or part of a chargeable development for the purposes of CIL is within the Neighbourhood Area, the Parish Council for that area will receive 25% of CIL payments for that development, in line with the CIL Regulations (rather than the typical 15%).

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 The Localism Act 2011 has reformed the planning system to give local people new rights to shape the development of the communities in which they live.
- 4.2 The Act provides for a new type of community-led initiative known as a Neighbourhood Development Plan which sets out the policies on the development and use of land in a parish or 'Neighbourhood Area'.
- 4.3 The Council has a duty to assist communities in the preparation of Neighbourhood Development Plans and orders and to take a Plan through a process of examination and referendum and to bring the Neighbourhood Plan into force.
- 4.4 In line with the Neighbourhood Planning Protocol (version dated 9th September 2015) the decision to make the Plan is for the Council's Cabinet.

5 THE REPORT

5.1 Chew Magna, Chew Stoke, Compton Martin, East Harptree, Hinton Blewett, Ubley and West Harptree Parish Council indicated that they would like to undertake a Neighbourhood Development Plan (NDP) in December 2013 and the Neighbourhood Area, the first formal stage in the process, was designated by the Council on 18th March 2014. The Plan was considered by an Independent Examiner in November 2016, who recommended that it should proceed, with modifications, to the final stage, the referendum.

Chew Valley Area Referendum

- 5.2 The referendum took place on the 16th February 2017. In accordance with the regulations, the question posed in the referendum was: 'Do you want Bath & North East Somerset Council to use the neighbourhood plan for Chew Valley Area to help it decide planning applications in the neighbourhood area?'
- 5.3 There was a 24.9% turnout of the overall Neighbourhood Area electorate. A majority (90.8%) were in favour of using the Chew Valley NDP to help decide planning applications in the Neighbourhood Area.

Compatibility with EU Legal Obligations & Human Rights

- 5.4 The Council does not have to bring the Plan into force if it is considered that the making of the Plan would breach, or be incompatible, with any EU obligations or the European Convention on Human Rights (Section 38A(6) of the Planning & Compulsory Purchase Act 2004).
- 5.5 The Independent Examiner considered this issue and concluded that, subject to the recommended modifications (all of which have been incorporated into the final draft of the Plan), the Plan would not breach or be incompatible with any EU laws or the European

Convention on Human Rights. The Council's Legal Services have reviewed the Plan and concur with the examiner's view. As such, it is considered that the legal duty under s38A(4) PCPA 2004 (to make the plan as soon as is reasonably practicable after the referendum and, in any event, by such date as may be prescribed) applies in this case. The prescribed date in relation to this NDP is the date which is the last day of the period of 8 weeks beginning with the day immediately following that on which the last applicable referendum is held i.e. 14th April 2017.

Making the Neighbourhood Plan and bringing it into force

- In accordance with Section 38A(4) of the Planning and Compulsory Purchase Act 2004, as inserted by the Localism Act 2011, the Council has a duty to make the Chew valley Neighbourhood Development Plan part of the Development Plan. The Development Plan is the framework for determining planning applications in B&NES (which currently includes the adopted Core Strategy 2014, saved policies in the B&NES Local Plan 2007 and, when adopted, the Placemaking Plan). This will mean that the Chew Valley Neighbourhood Development Plan will have weight in decision making and planning applications should be determined in accordance with the Neighbourhood Development Plan, alongside national planning policies, and other policies in the Development Plan, unless material considerations indicate otherwise.
- 5.7 It is recommended that the Council makes the Plan and brings it into force.
- 5.8 The Council must also publicise (on the web site or in any other manner to bring it to the attention of those who live, work or carry on business in the Neighbourhood Area) their decision on the Neighbourhood Development Plan and the reasons for that decision in a 'Decision Statement' (s38A (9) of The Planning & Compulsory Purchase Act 2004 & Regulation 19 of the Neighbourhood Planning (General) Regulations 2012). Under delegated authority the Divisional Director Development will issue a Decision Statement. The Council must also publish where and when the Decision Statement can be inspected and send a copy to Chew Valley Parish Council. The Decision Statement will be published on the B&NES website and will be made available for inspection in the following locations:
 - One Stop Shop's Reception
 - Bath Central Library
 - Keynsham Library
 - Chew Magna Parish Council
 - Chew Stoke Parish Council
 - Compton Martin Parish Council
 - East Harptree Parish Council
 - Hinton Blewett Parish Council
 - Ubley Parish Council
 - West Harptree Parish Council

Call In

5.9 The Council has a legal duty to make the Plan and bring it into force as soon as reasonably practicable after the referendum and, in any event, by such date as may be prescribed. It is therefore considered that this decision falls within the exceptions to call in contained in rule 5 of the Call In Procedure Rules, namely, that the effect of call in would be to cause the Council to miss the statutory deadline.

6 OTHER OPTIONS CONSIDERED

6.1 No other options were considered given that the Council has a duty to make the Plan and bring it into force.

7 CONSULTATION

- 7.1 The Monitoring officer, Section 151 officer and Strategic Director Place have been given the opportunity to review this report and have cleared it for publication.
- 7.2 Considerable consultation has been undertaken alongside the preparation of the Plan:
 - Representations were invited with regard to the designation of the neighbourhood area covering Chew Valley Area for a 6 week period and the area was designated on 18th March 2014
 - Representations were also invited with regard to the Draft Neighbourhood Development Plan for a six week period from 26th July -20th September 2016.
 - On 16th February 2017 the Neighbourhood Development Plan was subject of a community Referendum. Everyone who was registered to vote within the Parishes was given the opportunity to vote on whether the Plan should be 'made' by the Council.
- 7.3 No additional consultation has taken place or is necessary with regard to the recommendation of this Report; at this stage the only publicity required is in line with paragraph 5.8 above.

8 RISK MANAGEMENT

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

Contact person	Richard Daone 01225 477546
Background papers	My Neighbourhood: A Neighbourhood Planning Protocol for Bath & North East Somerset
	http://www.bathnes.gov.uk/sites/default/files/sitedocuments/Planning-and-Building-Control/Planning-Policy/NPP/npp my neighbourhood adopted 2014.pdf
	Chew Valley Area:
	Neighbourhood Plan Evidence Base and other Background documents:
	http://www.bathnes.gov.uk/services/planning-and-building-control/planning-policy/neighbourhood-planning-bnes/neighbourhood-0

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