

Resources Policy Development and Scrutiny Panel

Date: Wednesday, 22nd November, 2017

Time: 4.30 pm

Venue: Council Chamber - Guildhall, Bath

Councillors: Sarah Bevan (Chair), Colin Barrett (Vice-Chair), Lisa O'Brien, Jasper Becker, Joe Rayment, Andrew Furse and Patrick Anketell-Jones

Chief Executive and other appropriate officers
Press and Public



NOTES:

1. **Inspection of Papers:** Papers are available for inspection as follows:

Council's website: <https://democracy.bathnes.gov.uk/ieDocHome.aspx?bcr=1>

Paper copies are available for inspection at the **Public Access points:-** Reception: Civic Centre - Keynsham, Guildhall - Bath, The Hollies - Midsomer Norton. Bath Central and Midsomer Norton public libraries.

2. **Details of decisions taken at this meeting** can be found in the minutes which will be circulated with the agenda for the next meeting. In the meantime, details can be obtained by contacting as above.

3. **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 The Council may also use the images/sound recordings on its social media site or share with other organisations, such as broadcasters.

4. **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. They may also ask a question to which a written answer will be given. **Advance notice is required not less than two full working days before the meeting. This means that for meetings held on Thursdays notice must be received in Democratic Services by 5.00pm the previous Monday.** Further details of the scheme:

<https://democracy.bathnes.gov.uk/ecCatDisplay.aspx?sch=doc&cat=12942>

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

6. **Supplementary information for meetings**

Additional information and Protocols and procedures relating to meetings

<https://democracy.bathnes.gov.uk/ecCatDisplay.aspx?sch=doc&cat=13505>

Resources Policy Development and Scrutiny Panel - Wednesday, 22nd November, 2017

at 4.30 pm in the Council Chamber - Guildhall, Bath

A G E N D A

1. WELCOME AND INTRODUCTIONS

2. EMERGENCY EVACUATION PROCEDURE

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

3. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

4. DECLARATIONS OF INTEREST

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

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

(b) The nature of their interest.

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

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

5. TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

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

At the time of publication no notifications had been received.

7. MINUTES - 13TH SEPTEMBER 2017 (Pages 7 - 12)

8. BUDGET MONITORING REPORT (SEPTEMBER QUARTER MONITORING FIGURES) (Pages 13 - 32)

The Revenue and Capital Budget monitoring report is attached showing the expected year-end position predicted at the end of August 2017.

9. COMMERCIAL ESTATE (Pages 33 - 34)

To introduce the Council's recently appointed property advisers, Hartnell Taylor Cook (HTC) to the Resources Policy Development & Scrutiny Panel who will receive a presentation from HTC on the role they will be playing in supporting the Council in its strategic management of the Commercial Estate. HTC will also provide a commentary on the national and local property market.

10. GRAND PARADE AND UNDERCROFT UPDATE (Pages 35 - 40)

The Panel is asked to provide feedback to the Cabinet Member for Finance and Efficiency on the proposal to seek a disposal of the long lease of the Grand Parade and Undercroft area to allow this development to take place.

11. CABINET MEMBER UPDATE

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

12. PANEL WORKPLAN (Pages 41 - 46)

This report presents the latest workplan for the Panel. Any suggestions for further items or amendments to the current programme will be logged and scheduled in consultation with the Panel's Chair and supporting officers.

The Committee Administrator for this meeting is Michaela Gay who can be contacted on 01225 394411.

BATH AND NORTH EAST SOMERSET

RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

Wednesday, 13th September, 2017

Present:- Councillors Sarah Bevan (Chair), Colin Barrett (Vice-Chair), Lisa O'Brien, Jasper Becker, Andrew Furse and Joe Rayment (in place of Chris Dando)

23 WELCOME AND INTRODUCTIONS

The Chairman welcomed everyone to the meeting.

24 EMERGENCY EVACUATION PROCEDURE

The Chairman drew attention to the emergency evacuation procedure.

25 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Councillor Chris Dando sent his apologies and was substituted by Councillor Joe Rayment.

Councillor Chris Pearce sent his apologies.

26 DECLARATIONS OF INTEREST

There were none.

27 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

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

There were none.

29 MINUTES

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

30 COMMUNITY INFRASTRUCTURE LEVY

Simon de Beer, Group Manager Policy and Environment, gave a presentation to the Panel which covered the following:

- CIL recap

- CIL must be spent on ...
- Charging schedule
- BANES Regulation 123 List
- CIL forecasts to 2021 (£)
- Total CIL forecasts by area
- Plans and CIL
- Indicative Local Apportionment
- Local component
- Spend arrangements
- Timetable for agreeing spend

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

Councillor Furse asked how the system will work in Bath (no parishes). The officer explained that the Bath Forum will be discussing how they will manage the arrangements. Councillor Furse stated that his worry was that things would slip off the list.

Councillor O'Brien asked what arrangements are in place for the end of a period of office and at what stage the money is committed. The officer explained that it is suggested that there is a regularly reviewed programme.

Responding to a question from Councillor Barrett, the officer explained that the amount of CIL charged to developers in each area is a quantum of the development in that area.

Responding to a question from Councillor Becker, the officer explained that the old system of negotiation was seen as cumbersome, whereas in the new system the money is paid by developers as a tax which should work quicker.

31 COUNCIL COMPANY GOVERNANCE ARRANGEMENTS AND ANNUAL REPORT

Andrew Pate, Strategic Director for Resources introduced the item and explained the roles that Council officers have.

Councillor Gerrish, Cabinet Member for Finance and Efficiency, asked that it be recorded that on advising the Panel, he is doing so in two roles – one as a member of Cabinet and one as Chair of ADL.

Derek Quliter, Divisional Director Property and Project Management gave a presentation to the Panel on 'Property Development Company Update' which covered the following:

- Establishment of a Local Property and Development Company
- Purpose and Objectives
- Purpose and Objectives
- ADL Residential Portfolio
- Properties Under Refurbishment
- Riverside Development Programme

- Riverside Development – Local need
- Riverside Development Design Before and After
- Station Road, Bath
- Natural House Principles
- Bath Quays South Residential Block, Bath
- Englishcombe Lane, Bath
- Finance Update

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

Councillor Barrett asked about social housing, the officer explained that at Englishcombe Lane there is 40% affordable housing and he has had conversations with the housing department regarding the type of properties needed in the area. He explained that we are the developer, not a social landlord. The Strategic Director explained that if the Council wanted to raise the amount of affordable housing in a development, it would have to provide a subsidy.

Councillor Furse asked what happens to empty properties in the city centre. The officer explained that when properties are empty, a lease clause is triggered and Curo hand them back to the Council – ADL will then look at the options, it may be best to sell the property. Councillor Furse stated that he was concerned about the gentrification of the city centre and lowering of available social housing. The officer explained that it is more likely the case that these properties are sold to people who want to live and work in the city, they are not luxury apartments. Councillor Gerrish added that he has seen some of the empty properties and they are often not in a good state, he feels the Council is providing improved housing in the city with reasonable rentals to address a need.

Councillor O'Brien asked about the Riverside development in Keynsham and whether there will be affordable housing. The officer explained that there wouldn't but there will be some reasonable rentals.

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

Councillor Barrett asked what role elected members will have. The Strategic Director explained that members would have a similar role as they do in usual Council business depending on whether they are part of the Cabinet or Scrutiny process. It is the intention that there will be an annual report to Council and there could also be reports to the Scrutiny Panel so members will be kept updated. Councillor Furse stated that members are elected because the public purse is involved which they are responsible for so there should be a high degree of scrutiny. The Strategic Director explained that many controls will apply such as a formal lease, legal charges and a development agreement. He further explained that the Council own the company and are not investing in a third party.

Councillor Barrett asked how WECA fits with this and asked why this item came to Scrutiny at this stage. The Strategic Director explained that WECA is completely

separate from this. Regarding the timing of the scrutiny report he explained that the arrangement goes back to December 2015.

Councillor Barrett asked what the effect will be on the pension scheme (declared interest as being a member of the pension scheme). The Strategic Director explained that normal pension rules apply as so far, all ADL/ACL employees are Council staff. If the company employs staff directly – the Local Government pension scheme will not apply.

Councillor Rayment asked if members would know the decisions of the board. The Strategic Director explained that the day to day decisions will be down to the company but the Council has control over the company and individual projects are commissioned by the Council. Derek Quilter further explained that ACL is responsible for delivering monthly reports and the loan is drawn down in blocks, they do not get all of the money for a project up front. He added that scrutiny by the Council would be at the normal level.

Following some discussion around the decision of the shareholder group, Councillor Charles Gerrish, Cabinet Member for Finance and Efficiency explained that he is a member of the Cabinet and Chair of ADL and he feels this can cause strain as interests may be different and he is pleased that it has been proposed that Cabinet Members should not be on the board of Council companies (including BTP).

Councillor Lisa O'Brien stated that she welcomed the fact that Cabinet members will not be on the board of Council companies, and robust scrutiny is possible (to include BTP). She added that scrutiny bodies should see figures twice yearly and if the Panel is not happy with performance information, they can request more. She felt confident that the business case has been through due process. She asked how long it would take for Cabinet members to come off the board, the Strategic Director stated that it would happen over the next few months.

Councillor Rayment stated that he feels there is a lack of scrutiny function in the structure and the scrutiny function should mirror the Council system or have a holding company scrutiny panel.

There was some discussion around how members could challenge a decision of the company, it was felt that the call-in process would not be suitable due to the commercially sensitive information. Members of the Panel and the Cabinet Member agreed that legal advice would be welcome to address this.

The Panel recommend to Council:

1. That regular performance reports be brought to the relevant Scrutiny Panel or Committee on a 6 monthly basis on all commercial activity (5 for and 1 abstain)
2. The Panel support the principle of establishing a clear distinction between the role of Cabinet and the role of the board/company within a reasonable period of time (all in favour)

3. Seek legal advice as to how and when a greater scrutiny mechanism can be achieved for decisions made by, or in consultation with, the leader in his role as shareholder (all in favour)

32 CABINET MEMBER UPDATE

The Cabinet Member for Finance and Efficiency, Councillor Charles Gerrish updated the Panel on the following:

- He attended the West of England Business Board today regarding employment.
- He recommends the Panel take a paper on Grand Parade and Undercroft.

33 PANEL WORKPLAN

With the following amendments, the Panel noted the workplan:

- Add 'Grand Parade and Undercroft' (November 2017)
- Move 'Update on demand for Printing, Catering and Cleaning services and future delivery options' to unscheduled items.

The meeting ended at 6.50 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

This page is intentionally left blank

Bath & North East Somerset Council		
MEETING/ DECISION MAKER:	Resources Policy Development & Scrutiny Panel	
MEETING/ DECISION DATE:	22nd November 2017	EXECUTIVE FORWARD PLAN REFERENCE:
TITLE:	Revenue and Capital Budget Monitoring	
WARD:	All	
AN OPEN PUBLIC ITEM		
List of attachments to this report:		
Report to Cabinet (October 2017) Revenue and Capital Budget Monitoring		

1 THE ISSUE

- 1.1 The Revenue and Capital Budget monitoring report is attached showing the expected year-end position predicted at the end of August 2017.

2 RECOMMENDATION

The Panel is asked to;

2.1 Comment of the monitoring report;

2.2 Refer any concerns to the Portfolio holder for Finance & Efficiency;

2.3 Note any of the reported items that may have ongoing implications will need to be considered as part of next year's budget setting report.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 3.1 As set out in the attached report.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 As set out in the attached report.

5 THE REPORT

- 5.1 As set out in the attached report.

6 RATIONALE

7 As set out in the attached report

8 OTHER OPTIONS CONSIDERED

8.1 As set out in the attached report.

9 CONSULTATION

10 As set out in the attached report

11 RISK MANAGEMENT

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

Contact person	<i>Donna Parham, Divisional Director Business Support – 01225 477468</i>
Background papers	<i>Medium Term Financial Strategy – Cabinet October 2017</i>
Please contact the report author if you need to access this report in an alternative format	

Bath & North East Somerset Council

MEETING:	Cabinet	
MEETING DATE:	11 th October 2017	EXECUTIVE FORWARD PLAN REFERENCE:
		E 2977
TITLE:	Revenue and Capital Budget Monitoring, Cash Limits and Virements – April 2017 to August 2017	
WARD:	All	

AN OPEN PUBLIC ITEM

List of attachments to this report

Appendix 1: Revenue & Capital Monitoring Commentary

Appendix 2: Revenue Monitoring Statement: All Council Spending

Appendix 3: Capital Monitoring Statement: All Council Spending

Appendices 4(i) & 4(ii): Proposed Revenue Virements & Revised Revenue Cash Limits 2017/18

4(i) <https://democracy.bathnes.gov.uk/documents/s48400/E2977z%20Appendix%204i%20-%20Revenue%20Virements.pdf>

4(ii) <https://democracy.bathnes.gov.uk/documents/s48401/E2977z%20Appendix%204ii%20-%20Revenue%20Cash%20Limits.pdf>

Appendices 5(i) & 5(ii): Capital Virements & Capital Programme by Portfolio 2017/18

5(i) <https://democracy.bathnes.gov.uk/documents/s48402/E2977z%20Appendix%205i%20Capital%20Virements%20201718-202122.pdf>

5(ii) <https://democracy.bathnes.gov.uk/documents/s48403/E2977z%20Appendix%205ii%20Capital%20Programme%20by%20Portfolio%20201718.pdf>

1 THE ISSUE

- 1.1 This report presents the financial monitoring information for the Authority as a whole for the financial year 2017/18 to the end of August 2017.

2 RECOMMENDATION

The Cabinet agrees that:

- 2.1 Strategic Directors should continue to work towards managing within budget in the current year for their respective service areas and develop an action plan of how this will be achieved, including not committing any unnecessary expenditure and stringent budgetary control.
- 2.2 This year's revenue budget position as shown in Appendix 2 is noted.
- 2.3 The actions agreed by Strategic Directors in paragraph 5.4 are noted.

- 2.4 The mitigations that will be required paragraph 5.5, if the overspend cannot be reduced by the end of the financial year, are noted.
- 2.5 The capital expenditure position for the Council in the financial year to the end of August and the year end projections detailed in Appendix 3 of this report are noted.
- 2.6 The revenue virements listed for approval in Appendix 4(i) are agreed.
- 2.7 The changes in the capital programme listed in Appendix 5(i) are noted.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 3.1 The financial implications are contained within the body of the report.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 The annual medium term financial planning process allocates resources across services with alignment of these resources towards the Council's corporate priorities. This report monitors how the Council is performing against the financial targets set in February 2017 through the Budget setting process.

5 THE REPORT

- 5.1 The Budget Management Scheme requires that the Cabinet consider the revenue and capital monitoring position four times per year.
- 5.2 For revenue budgets which are forecast to be overspent, the Divisional Directors are expected to seek compensating savings to try and bring budgets back to balance.
- 5.3 Appendix 1 highlights any significant areas of forecast over and under spends in revenue budgets. Appendix 2 outlines the Council's current revenue financial position for the 2017/18 financial year to the end of August 2017 by Cabinet Portfolio. The current forecast outturn position is for an overspend of £5,125,000 which equates to 1.64% of gross budgeted spend (excluding Schools).
- 5.4 The financial strategy, which is on this same agenda, has been produced in response to a request from SMT and Cabinet about how to address these pressures. In the meantime one off use of reserves and capitalisation of some transformation spend will be needed. Options to more closely control spend on demand led budgets such as adult social care will need further review. Although actions are being taken to limit spend in the current financial year, a more strategic response is needed and this will be a key part of the budget process for 2018/19.

Strategic Directors have also agreed measures to reduce and mitigate the overspend, including :-

- Reviewing all vacancies to hold or remove;
- Introducing a three month turnover saving before a vacancy can be filled;

- Buying leave option for staff;
- Bringing forward planned savings;
- Regular monthly updates to the Transformation Group;
- Reviewing all income streams;
- Reviewing all spend above £10k.

5.5 In addition specific measures have been agreed within Adult Social Care:-

- Additional capacity for project management, transformation, and contract management;
- Improvements to the IT system in processing and reporting;
- Approval panels set up for care packages;
- Support planning and brokerage of placements.

5.6 Most mitigations have been included within budgets – the remaining mitigations can be made but this will mainly have an impact on the level of one-off reserves. The Medium Term Financial Strategy outlines that these reserves can be replenished through the use of flexible capital receipts for specific expenditure such as transformation.

5.7 The required level of non-earmarked reserves to meet key corporate financial risks is £13.5m with a minimum level of £7.5m. Reducing levels to £11.7m¹, although above the minimum amount, will require actions to replenish the £0.681m as part of the Medium Term Financial Strategy.

5.8 The forecast outturn position includes the requirement for the delivery of £14.546m savings as part of the approved budget for 2017/18, a significant element of which has been confirmed as delivered.

5.9 The Council's financial position, along with its financial management arrangements and controls, are fundamental to continuing to plan and provide services in a managed way, particularly in light of the medium term financial challenge. Close monitoring of the financial situation provides information on new risks and pressures in service areas, and appropriate management actions are then identified and agreed to manage and mitigate those risks.

5.10 In their 2016/17 Audit findings Report, Grant Thornton commented in their Value for Money findings that it is clear that the Council is considering the alternatives available to it to secure the financial position in the medium long term, and also commented that it was clear that the Council has undertaken a significant amount of work to prepare a robust Medium Term Financial Plan , although this needs updating.

5.11 Revenue budget virements which require Cabinet approval are listed in Appendix 4(i). Technical budget adjustments are also shown in Appendix 4(i) for information purposes as required by the Budget Management Scheme.

¹ This projected level includes agreed Invest to Save drawdowns which are repayable in future years
 Printed on recycled paper

5.12 Appendix 3 outlines the current position for the 2017/18 Capital budget of £120.589m (excluding contingency, prior to Full Council decisions on 14th September 2017), with a current forecast spend of £120.376m, which is £0.2m less than the budget.

5.13 Previously approved changes to the capital programme are listed in Appendix 5(i), while Appendix 5(ii) provides the updated capital programme allocated by Portfolio.

6 RATIONALE

6.1 The report is presented as part of the reporting of financial management and budgetary control required by the Council.

7 OTHER OPTIONS CONSIDERED

7.1 None

8 CONSULTATION

8.1 Consultation has been carried out with the Cabinet Member for Finance & Efficiency, Strategic Directors, Section 151 Finance Officer, Chief Executive and Monitoring Officer.

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 substance of this report is part of the Council's risk management process. The key risks in the Council's budget are assessed annually by each Strategic Director, with these risks re-assessed on a monthly basis as part of the budget monitoring process.

Contact person	<i>Donna Parham - 01225 477468 ; Jamie Whittard - 01225 477213</i> Donna_Parham@bathnes.gov.uk Jamie_Whittard@bathnes.gov.uk
Background papers	<i>Budget Management Scheme</i>
Please contact the report author if you need to access this report in an alternative format	

REVENUE BUDGET MONITORING APRIL 2017 TO AUGUST 2017

- 1.1 Appendix 2 outlines the Council's current financial position for the 2017/18 financial year to the end of August 2017 by Cabinet Portfolio. The Appendix shows the current forecast **year-end** position is an overspend of £5,125,000, or 1.64% of the gross expenditure budget (excluding Schools).
- 1.2 The financial strategy, which is on this same agenda, has been produced in response to a request from SMT and Cabinet about how to address these pressures. In the meantime one off use of reserves and capitalisation of some transformation spend will be needed. Options to more closely control spend on demand led budgets such as adult social care will need further review. Although actions are being taken to limit spend in the current financial year, a more strategic response is needed and this will be a key part of the budget process for 2018/19.

Strategic Directors have also agreed measures to reduce and mitigate the overspend as follows including:-

- Reviewing all vacancies to hold or remove;
- Introducing a three month turnover saving before a vacancy can be filled;
- Buying leave option for staff;
- Bringing forward planned savings;
- Regular monthly updates to the Transformation Group;
- Reviewing all income streams;
- Reviewing all spend above £10k.

1.3 In addition specific measures have been agreed within Adult Social Care:-

- Additional capacity for project management, transformation, and contract management;
- Improvements to the IT system in processing and reporting;
- Approval panels set up for care packages;
- Support planning and brokerage of placements.

- 1.4 The forecast outturn position includes the requirement for the delivery of £14.546m savings as part of the approved budget for 2017/18, a significant element of which has been confirmed as delivered.
- 1.5 Most mitigations have been included within budgets as Managers are managing overspends as much as possible within their budget areas. The remaining mitigations, if further savings cannot be found, will be made as follows and will have an impact on the level of one-off reserves:-

Mitigation	Amount £'million
Release 2017/18 Government Transition Grant Funding	£0.930
Release Strategic Risk Provision Budget	£0.510
Clearance of historic suspense account	£0.689
Business Rate Revaluation Provision for Impact on B&NES properties	£0.380
Utilise remaining Revenue Budget Contingency Reserve	£1.935
General Fund Non-earmarked Reserves	£0.681
Total	£5.125

- 1.6 The required level of non-earmarked reserves to meet key corporate financial risks is £13.5m with a minimum level of £7.5m. Reducing levels to £11.7m¹, although above the minimum amount, will require actions to replenish the £0.681m as part of the Medium Term Financial Strategy.
- 1.7 The levels of Council earmarked reserves are under review to ensure appropriate levels are provided for through the development of the Medium Term Financial Strategy. This can be done through the flexible capital receipts which can be used for specific expenditure such as transformation to replenish other reserves.
- 1.8 Within the current £5,125,000 forecast overspend figure, there are areas of over and under spending which are detailed below, along with any planned service actions being taken to reduce projected overspends.

¹ This projected level includes agreed Invest to Save drawdowns which are repayable in future years

1.9 The Portfolios reported below do not yet reflect the recent changes to Cabinet Portfolio responsibilities, which includes splitting the Waste & Fleet Service to report separately to Development & Neighbourhoods and Transport & Environment respectively, separating Revenues & Benefits from the rest of Customer Services to report separately to Finance & Efficiency and Transformation & Customer Services, and transferring Leisure Services and Parks & Bereavement Services from Transport & Environment to Development & Neighbourhoods. Work is currently being undertaken to split these budgets to reflect the new Portfolio structure, and the new will be included in the next Cabinet report.

1.10 **Leader's Portfolio – forecast £41,000 overspend**

There are small areas of overspending in both Strategy & Performance and Legal & Democratic Services, with reviews being carried out in order to bring the spending back to budget.

1.11 **Finance & Efficiency Portfolio – forecast £1,399,000 overspend**

The forecast overspend on this portfolio is made up of the following variances:

Support Services: There is a £1,099,000 overspend forecast across Support Services.

Within Business Support's £211,000 forecast overspend, Information Technology is forecasted as on target, with pressures of £199,000 as a result of the loss of income from Sirona being funded from the IT reserve in 2017/18, the ongoing pressure is being addressed in the 2018/19 budget setting. Strategic Review savings targets of £150,000 across Finance and People Services have not currently been achieved, but are anticipated to be delivered following restructures, and Finance also has a £75,000 pressure due to the loss of West of England Combined Authority income for secondments.

Property & Project Delivery is forecasting a £79,000 underspend. There is a one-off underspend in Commercial Estate of £250,000 arising from reduced acquisition first-year borrowing costs. This is partially used to off-set the £114,000 delayed income for the Housing Delivery Vehicle, due to the slippage in the commencement of development sites, and also the £104,000 overspend forecast in Traded Services due to delayed print & post review, one-off backdated Business Rates and Catering Services cost pressures.

The net spending in Human Resources is exceeding the estimates by £661,000 for a combination of reasons. The three main reasons are:-

- The necessary planned reduction in school support to enable the remaining minority of non-academy schools, still using the service, to buy from elsewhere. This is a one-off cost of transition.
- Part of the service had been funded through corporate reserves and these have now been removed. There have also been ongoing HR service efficiency targets.

- The remaining element is due to demand exceeding the budget as the Council changes. To help offset this a new structure will combine People Services and HR Services. These will improve the use of manager and staff self-service through the Trent system which is being upgraded by the supplier to be more intuitive.

The HR Service together with People Services is now in the latter stages of a major review with budgets being zero based and rebuilt by the end of this financial year. These changes will improve affordability but also enable the service to access flexible support for the Councils significant demands over the next few years.

Within the Portfolio, there is also £248,000 of management savings across Support Services which have yet to be delivered.

Council Cross-cutting Savings: £632,000 overspend due to further procurement savings targets and underspend rebasing across the Council which are currently yet to be achieved.

Corporate costs: £332,000 forecast underspend, as a result of one-off Banking Contract rebate plus reduced banking costs for a year, amounting to £80,000, and £150,000 of unidentified historic income. In addition, there are several other small underspends forecast including Parish Grant payments, unfunded pensions costs and external audit costs.

1.12 **Policy & Transformation Portfolio – forecast £39,000 overspend**

Libraries have achieved £60,000 of the £100,000 savings target due to salary savings from vacant posts. The remainder of this target within the service is currently a pressure for 2017/18.

1.13 **Adult Care, Health & Wellbeing Portfolio – forecast £2,179,000 overspend**

The Adult Social Care revenue budget has a current forecast service pressure of £3,528,000 but this position can be partially mitigated by fully drawing down the remaining balance, £1,349,000 of both the Social Care Reserve and the Care Act Reserve this is in line with anticipated use, giving a net service pressure of £2,179,000. Inflationary pressures arising from factors including implementation of the National Living Wage / Sleep-in Cover, and a lack of resilience in the care home market leading to a shortfall in supply, continue to be a challenge, with the latter having been exacerbated by recent care home closures and the full-year effect of closures in 2016/17.

Adult Social Care spend also continues to be subject to pressures arising from demographic change with increasing levels of complexity and acuity of need impacting on the cost of individual packages of care/placements despite enhanced control measures.

In 2017/18, changes in NHS arrangements in relation to Funded Nursing Care (FNC) and Continuing Healthcare (CHC), including changes to eligibility and assessment processes by the Clinical Commissioning Group (CCG), appear to

have impacted on the Council's costs for some care home placements. A more detailed review with the CCG of FNC and CHC arrangements, systems and processes will help us to fully understand these factors and any ongoing financial implications.

1.14 Children & Young People Portfolio – forecast £1,840,000 overspend

The forecast overspend within this Portfolio is due to a number of demand-driven pressures. Children's Social Care Placement costs are forecast to overspend by £1,630,000 due to the significant increase in expenditure for supporting individual children, in particular the support for residential placements, support for fostered (including independent fostering) and court directed parent and baby placements, along with direct payments for disabled children.

In addition, there is also a forecast overspend of £200,000 for Home to School Transport due to pressures on Special Educational Needs (SEN) transport, as well as demand levels for Mainstream Home to School Transport. Demand has increased as a result of legislative change in recent years, as well as high demand from outside the area for places in local Special Schools. This is making the placement of pupils locally increasingly difficult, and therefore it is necessary to transport pupils further distances outside of the area. Efforts are being made to extend capacity by opening SEN units within mainstream schools and Academies. The strategic review of transport will address the transport costs, but will take time to introduce. This forecast includes anticipated savings from the Strategic Review Processes "Apply For It", which went live September 2017. The forecast does not include changes to routes for the 2017/18 academic year, the cost of which will not be known until the end of September.

1.15 Economic & Community Regeneration Portfolio – forecast £961,000 underspend

Visitor numbers to the Roman Baths have increased by 7.5% compared to the previous year, which has led to Heritage Services forecasting £1,463,000 above the net income target. Within Economy & Culture, there is a £503,000 overspend forecast owing to £400,000 Strategic Review income targets for visitor economy, markets and events not being achieved, along with £83,000 unachieved Strategic Review Savings target in relation to Bath Tourism Plus in connection with the Christmas Market projections.

1.16 Development Portfolio – forecast £28,000 overspend

There are small overspends forecast in several areas of Planning Development and Building Control & Land Charges, such as £12,000 increased advertising and legal fees for Planning Development.

1.17 **Transport & Highways Portfolio – forecast £629,000 overspend**

There is a £224,000 overspend forecast in Highways & Traffic Management, with £205,000 due to Highway Development roles being covered by consultants owing to the difficulties in recruiting these specialist roles. A restructure is being developed to create some career-graded posts in this team to encourage applicants. Also, the £125,000 savings anticipated from the Highways Maintenance contract rationalisation have not been achieved. These overspends are partially offset by vacant post salary savings.

There is a £140,000 corporate pressure on the Leisure budget arising from unbudgeted costs of holding the Riverside building in Keynsham due to legal delays in the transfer of ownership.

Within Waste & Fleet Services, there is a £126,000 overspend forecast in Cleansing, owing to one-off costs for the relocation to Locksbrook Road and operational overspends including fuel and fleet costs, as well as ongoing budget pressures in Fleet Management and Waste.

Public Transport is forecasting a one-off £200,000 overspend in concessionary fares due to delays in finalising the 2016/17 outstanding payments. There is a risk that an additional budget pressure of £200,000 could materialise as a result of the 2017/18 levy payment to the West of England Combined Authority.

The overspends within this Portfolio are partially mitigated by a net forecast underspend in Parking Services of £132,000, where parking income is £319,000 above target and £227,000 of staffing vacancy are being off-set against delayed Strategic Review savings and bus lane enforcement income shortfalls.

CAPITAL BUDGET MONITORING – APRIL 2017 TO AUGUST 2017

- 2.1 The 2017/18 Capital Programme approved by Council in February 2017 was £56.083m. In addition, provisional capital projects of £42.576m have now been approved, and re-phasing of £23.930m was identified in the 2016/17 Outturn Cabinet Report on 19 July 2017.
- 2.2 A review of capital schemes is being carried out and the capital programme for 2018/19 onwards will be updated as part of the budget process.

Progressing Capital Projects Updates

- 2.3 **Transport Improvement Programme** – The Programme is progressing well, with multiple schemes in design and consultation. Schemes include improvements to increase the capacity of the Two Headed Man (A39) Junction this Autumn by the provision of an additional lane. Key issues on the Feasibility of Trams for Bath are also being identified.
- 2.4 **Highways Maintenance Programme** – Schemes progressing to programme. This includes the A4 Keynsham Bypass where in addition to the £500,000 of approved programme, a joint grant allocation of £2m has been secured from the Central Government with Bristol City Council. It is anticipated that Phase 1, critical works which include the Broadmead Lane Roundabout, will commence this Autumn, and Phase 2, the bulk of the works including resurfacing, will be completed by in Summer 2018.
- 2.5 **East of Bath Transportation** - The Cabinet has adopted a new approach to address the issues of traffic and transport in Bath, particularly to the east of the city, and has announced that a Park & Ride will not go ahead on either sites west and east of Mill Lane due to access safety reasons. The Council will continue to seek and implement new opportunities and new mayoral transport powers associated with the recently created West of England Combined Authority.
- 2.6 **Bath Transport Package: Main Works** – Most works have been completed, with all remaining items all due to finish in 2017/18
- 2.7 **Waste Projects including Infrastructure Relocation** – On-site construction for the relocation of the Outer Bath Street Cleansing Team to an operational base on Locksbrook Road started in August 2017, with completion late Autumn. Further options for the relocation of Refuse and Recycling collection operations, Commercial Waste Service and Waste Transfer Station are being developed.
- 2.8 **Bath Leisure Centre Refurbishment** – The first package of works of the development are now open to the public (the sports hall, new fitness suite and new studios) and work is nearing completion on Package 2A (delivering trampoline park, ten pin bowling, soft play, martial arts studio and party rooms), which are due to be opened to the public in September 2017. The next phase of development, including swimming pool improvements, has also commenced.

- 2.9 **Keynsham Leisure Centre** – The scheme proposals have received planning permission, and interior designs are finalised with budget approved. The project is being delivered in conjunction with the residential refurbishment of Riverside, and a contractor has been appointed with works anticipated to commence in Autumn 2017, for completion in 2019.
- 2.10 **Affordable Housing** – Platform for Life, a shared housing project for young people is acquiring 2 houses and delivering 8 units, is well progressed and due to complete this year. Hanover Extra Care is due to start on site in October 2017 and 5 rural units in Bathampton are expected to complete in quarter 4. All financial arrangements in place to begin to fund HOLD (Home Ownership for People with Long-Term Disabilities) for shared ownership purchases. English Rural is also due to start on site to secure units in the Old Rectory, Chew Stoke in early 2018.
- 2.11 **Digital B&NES** - Public Wi-Fi in Bath City Centre tender has been awarded, with planning permission for the network granted. Installation will start in October 2017, with the aim to go live before Christmas. There is a wait on the Connecting Devon and Somerset Partnership board to provide the coverage areas and timelines on the phase 2 of the project. The Government has announced they want B&NES to be part of national Gigabit voucher scheme pilot.
- 2.12 **RIF Project: Bath Quays Waterside (Innovation Quay)** - Hard landscaping to the north river bank is progressing well with paths, steps and walls nearing completion. Tree planting is complete, and planting of shrubs and wildflowers underway, with grass seeding to follow. The lower towpath has re-opened and will remain open while river railings along this section are replaced in September 2017. Landscaping in the area of Bath Quays Bridge will be undertaken as a second landscaping phase after installation of the bridge, currently envisaged in 2018. Raising the river walls on the south bank continues to progress and is expected to be completed immanently. Work to realign the riverside path on the southern boundary of Green Park is substantially complete, with some planting remaining.
- 2.13 **Bath Quays North** – An OJEU (Official Journal of the European Union) procurement process to select a development partner for the Bath Quays North site went live via the Supplying the South West portal in July 2017. A successful launch event for potential developers was held at the Gainsborough Hotel in Bath on 20th July 2017, which confirmed strong market interest in the development opportunity, followed by further event in London on 10th August 2017 for interested parties who were unable to attend in July. The deadline for initial Expressions of Interest was 12th September 2017, and 14 were received.
- The Bath Quays North design masterplan is being refined following feedback on initial proposals submitted to the Council's Planning Department and an on-going stakeholder consultation. The target date for submission of an outline planning application is this Autumn.
- 2.14 **Bath Quays South** – Funding is now in place to progress the delivery of BWS. EDF grant funding has been secured for the enabling infrastructure and Commercial Estate investment for the offices. Planning consent was obtained in March 2017 and construction is due to commence of site in Autumn 2018.

Letting agents have been appointed to identify occupier interest for the Bath Quays South office building. The initial market feedback has been positive and it is expected that works will commence on site with enabling, demolition and remediation later in the Autumn.

- 2.15 **Bath Quays Bridge** – Planning consent was obtained in March 2017. Detailed design is underway and works will be tendered in October 2017. The off-site manufacture will commence in 2018 for completion later in that year.
- 2.16 **Schools Capital Maintenance Programme** – The 2017/18 Schools Capital Maintenance Programme includes a £500,000 element for Emergency Works, Disability Discrimination Act compliance and other Minor Works schemes. The remaining budget has been allocated to a larger scheme at Swainswick Primary School, to replace poor condition classrooms and provide new toilet facilities.
- 2.17 **Paulton Junior School** – Works are complete on the 4 classroom block and hall. The buildings have been handed over to the school and a small number of external works are being finalised.
- 2.18 **Saltford Primary** – Expansion of accommodation and replacement of poor condition temporary buildings, where the new buildings were complete for September 2017 and are being transferred to the Wellsway Multi Academy Trust.
- 2.19 **Longvernal Primary School** – Internal remodelling to provide a bulge class for September 2017 admissions is now complete.
- 2.20 **St Saviour's Junior School** – Internal remodelling and external works to provide a bulge class for September 2017 admissions are now complete.
- 2.21 **St Mary's Primary School, Writhlington** – Expansion of accommodation to provide additional school places was completed during Summer 2017, ready for September 2017 admissions.
- 2.22 **Castle Primary School** – Phase 4 expansion works currently in progress to deliver additional accommodation to expand the school from 210 to 420 places.
- 2.23 **Ensleigh – New Primary School** - The buildings are complete and were handed over to the Comenius Trust, the new school sponsor, during the Summer. The school was opened and operational at the beginning of September 2017, ready to accept the new pupils.
- 2.24 **Roman Baths Archway Project** - This £5Million project will be funded by a Council capital contribution of £1Million, together with a Heritage Lottery Fund (HLF) grant of £3.4 million, and other fundraising. One key project dependency is the completion of the works to York Street, where although not expected to impact the timetable, some re-scheduling is required with some preliminary work being brought forward to facilitate this.
- 2.25 **Grand Parade & Undercroft** – Planning consent has been approved and all options associated with the scheme are being reviewed.

This page is intentionally left blank

Portfolio Summary Monitor REVENUE SPENDING For the Period APRIL 2017 to AUGUST 2017	CURRENT YEAR 2017/18 FORECAST OUTTURN					ADVERSE / FAVOURABLE
	Forecast Gross Expenditure	Forecast Gross Income	Net Forecast Actual	Annual Current Budget	Forecast over or (under) spend	
	£'000	£'000	£'000	£'000	£'000	
Leader	5,942	(680)	5,262	5,221	41	ADV
Finance & Efficiency	110,959	(104,536)	6,422	5,023	1,399	ADV
Policy & Transformation	1,845	(186)	1,659	1,620	39	ADV
Adult Care, Health & Wellbeing	134,592	(72,864)	61,727	59,548	2,179	ADV
Children & Young People	166,342	(137,504)	28,838	26,997	1,840	ADV
Economic & Community Regeneration	19,218	(23,827)	(4,609)	(3,648)	(961)	FAV
Development	7,805	(4,017)	3,788	3,761	28	ADV
Transport & Highways	47,592	(30,322)	17,271	16,712	559	ADV
TOTAL COUNCIL	494,294	(373,935)	120,359	115,234	5,125	ADV

This page is intentionally left blank

Portfolio Summary Monitor Capital Monitor April 2017 to August 2017	CURRENT YEAR 2017/18 FORECAST OUTTURN		
	Forecast Actual Expenditure	Annual Current Budget	Forecast In-Year Variance
	£'000	£'000	£'000
Leader	209	209	0
Finance & Efficiency	47,102	47,102	0
Policy & Transformation	0	0	0
Adult Care, Health & Wellbeing	1,447	1,447	0
Children & Young People	13,014	13,227	(213)
Economic & Community Regeneration	21,028	21,028	0
Development	14	14	0
Transport & Highways	39,562	39,562	0
TOTAL COUNCIL	122,375	122,589	(213)

This page is intentionally left blank

Bath & North East Somerset Council		
MEETING:	Resources Policy Development & Scrutiny Panel	
MEETING DATE:	22 November 2017	
TITLE:	Commercial Estate Strategy	
WARD:	All	
AN OPEN PUBLIC ITEM		
List of attachments to this report:		

1 THE ISSUE

- 1.1 To introduce the Council's recently appointed property advisers, Hartnell Taylor Cook (HTC) to the Resources Policy Development & Scrutiny Panel who will receive a presentation from HTC on the role they will be playing in supporting the Council in its strategic management of the Commercial Estate.
- 1.2 HTC will also provide a commentary on the national and local property market.

2 RECOMMENDATION

The Panel is asked to;

- 2.1 Comment on and provide challenge in relation to the presentation and the role to be provided by HTC.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 3.1 None as a direct result of this report.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 None

5 THE REPORT

- 5.1 The presentation will consider the following key elements:

- In introduction to Hartnell Taylor Cook (HTC)
- The difference the partnership of HTC and BANES will make
 - Review of the existing estate and development of asset management plans
 - Advising on potential acquisitions and disposals
 - Performance challenge
 - Access to wide range of professional services and advice
- A commentary on the national, south west and local property market

6 OTHER OPTIONS CONSIDERED

6.1 None

7 CONSULTATION

7.1 Monitoring Officer; s151 Officer.

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	Andrew Pate – Strategic Director, Resources Ext 7300 Derek Quilter – Divisional Director of Property and Project Delivery Ext 7739 Richard Long – Head of Property Ext 7075
Background papers	<i>None</i>
Please contact the report author if you need to access this report in an alternative format	

Bath & North East Somerset Council	
MEETING/ DECISION MAKER:	Resources Policy Development & Scrutiny Panel
MEETING/ DECISION DATE:	22 November 2017
TITLE:	Planned disposal of the Grand Parade and Undercroft site
WARD:	All
AN OPEN PUBLIC ITEM	
List of attachments to this report:	

1 THE ISSUE

- 1.1 The Council achieved planning consent to convert around 8,000 square feet of Undercrofts below the Grand Parade to create new active uses, to access, and link them to the Public Realm of the City via Boat Stall Lane, potentially Slippery Lane. Due to the pressure on Council resources the Cabinet member for Finance and Efficiency has been investigating opportunities for the development of this scheme and has concluded that a disposal of the long lease would enable this development to come forward rather than a Council development.

2 RECOMMENDATION

The Panel is asked to;

- 2.1 Provide feedback to the Cabinet Member for Finance and Efficiency on the proposal to seek a disposal of the long lease of the Grand Parade and Undercroft area to allow this development to take place.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 3.1 This disposal will generate a capital receipt.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 The disposal will be required to comply with S123 of the Local Government Act 1972 to ensure it receives best consideration for the long lease.

5 THE REPORT



View from the frontage of Grand Parade and Undercroft.



View of the completed Vault area



Existing Undercroft



View of the completed restaurant in the Undercroft.

6 RATIONALE

6.1 A disposal of a long lease would enable both developers and potential owner occupiers to redevelop this redundant site adding to the vitality of the City and provide new business rates for the Council. The disposal would generate a capital receipt which would be used to fund other critical Council projects.

7 OTHER OPTIONS CONSIDERED

7.1 The Officers have considered the option of developing this site as a Council project but concluded that due to resource pressures this option is no longer viable.

8 CONSULTATION

8.1 The Council’s Senior Management team have provided a clear steer on the best option for completing this scheme.

9 RISK MANAGEMENT

The Council proposes to appoint an external agent to manage the marketing and disposal of the long lease of this area. The Agent will be required to comply with the provisions of S123 of the 1972 Local Government Act to ensure the disposal achieves ‘Best Consideration’.

Contact person	<i>Derek Quilter</i>
-----------------------	----------------------

Background papers	
--------------------------	--

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

This page is intentionally left blank

RESOURCES PDS FORWARD PLAN

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

Inevitably, some of the published information may change; Government guidance recognises that the plan is a best assessment, at the time of publication, of anticipated decision making. The online Forward Plan is updated regularly and can be seen on the Council's website at:

Page 39

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

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

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

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

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
22ND NOVEMBER 2017				
22 Nov 2017	Resources PDS	Commercial Estate	Richard Long Tel: 01225 477075	Strategic Director - Resources
22 Nov 2017	Resources PDS	Budget Monitoring Report (September Quarter Monitoring Figures)	Donna Parham Tel: 0122539	Strategic Director - Resources
22 Nov 2017	Resources PDS	Grand Parade and Undercroft Update	Richard Long Tel: 01225 477075	Strategic Director - Resources
5TH FEBRUARY 2018				
5 Feb 2018	Resources PDS	Budget Report	Andrew Pate Tel: 01225 477300	Strategic Director - Resources
5 Feb 2018	Resources PDS	Budget Equalities Impacts	Samantha Jones Tel: 01225 396364	Strategic Director - Resources

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead	
16 Jan 2018	PHED PDS	Directorate Plans	Louise Fradd	Strategic Director - Place	
22 Jan 2018	CTE PDS		Mike Bowden, Jane Shayler		
24 Jan 2018	HWSC				
30 Jan 2018	CYP PDS		Andrew Pate Tel: 01225 395385		Strategic Director - People
5 Feb 2018	Resources PDS				Tel: 01225 395610, Tel: 01225 396120
			Tel: 01225 477300		
21ST MARCH 2018					
21 Mar 2018	Resources PDS	Human Resources and Workforce Planning		Strategic Director - Resources	
21 Mar 2018	Resources PDS	Council Support for Apprenticeships		Strategic Director - Resources	
21 Mar 2018	Resources PDS	Training for Members and Officers		Strategic Director - Resources	

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
21 Mar 2018	Resources PDS	Budget Monitoring	Andrew Pate Tel: 01225 477300	Strategic Director - Resources
16TH MAY 2018				
16 May 2018	Resources PDS	Council Approach to Equalities	Samantha Jones Tel: 01225 396364	Strategic Director - Resources
11TH JULY 2018				
12TH SEPTEMBER 2018				
28TH NOVEMBER 2018				
ITEMS TO BE SCHEDULED				
Page 42	Resources PDS	Update on demand for Printing, Catering and Cleaning services and future delivery options		Strategic Director - Resources
	Resources PDS	Procurement Strategy and Plans	Richard Howroyd Tel: 01225 477334	Strategic Director - Resources
	Resources PDS	Local Government Funding Changes	Andrew Pate Tel: 01225 477300	Strategic Director - Resources
	Resources PDS	Council Company Governance Update	Andrew Pate Tel: 01225 477300	Strategic Director - Resources

The Forward Plan is administered by **DEMOCRATIC SERVICES**: Michaela Gay 01225 394411 Democratic_Services@bathnes.gov.uk

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
-------------	---------------------	-------	--------------------------	----------------------------

This page is intentionally left blank