

Resources Policy Development and Scrutiny Panel

Date: Monday, 5th February, 2018

Time: 4.30 pm

Venue: Council Chamber - Guildhall, Bath

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

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>

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Web-site - <http://www.bathnes.gov.uk>

E-mail: Democratic_Services@bathnes.gov.uk

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 - Monday, 5th February, 2018

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 - 22ND NOVEMBER 2017 (Pages 7 - 14)

8. BUDGET AND COUNCIL TAX 2018/19 AND FINANCIAL OUTLOOK (Pages 15 - 44)

This report provides this PDS Panel with recommendations and context to enable it to consider the separately published draft Council budget.

9. COUNCIL OPERATION PLAN (Pages 45 - 112)

This report presents the Council Operation Plan to the Panel for consideration and feedback as part of the Council's operational planning and budget development process.

10. CABINET MEMBER UPDATE

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

11. PANEL WORKPLAN (Pages 113 - 116)

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.

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BATH AND NORTH EAST SOMERSET

RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

Wednesday, 22nd November, 2017

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

34 WELCOME AND INTRODUCTIONS

The Chairman welcomed everyone to the meeting.

35 EMERGENCY EVACUATION PROCEDURE

The Chairman drew attention to the emergency evacuation procedure.

36 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Councillor Pearce gave his apologies and was substituted by Councillor Anketell Jones.

37 DECLARATIONS OF INTEREST

Councillor Anketell Jones declared an interest in item 9 'Commercial Estate' as the owner of a commercial property that has 6 party walls with a Council owned property.

38 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

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

Councillor Sarah Bevan handed a statement to the Cabinet Member for Finance and Efficiency, Councillor Charles Gerrish on behalf of Councillor Karen Walker which detailed a budget wish list.

40 MINUTES - 13TH SEPTEMBER 2017

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

41 BUDGET MONITORING REPORT (SEPTEMBER QUARTER MONITORING FIGURES)

Andrew Pate, Strategic Director of Resources introduced the item. He stated that the key issue is that the overspend is being closely monitored and actions are being taken. He also pointed to the recent report to full Council on efficiencies which is relevant.

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

Responding to a query about the 3 month vacancy freeze, the Strategic Director explained that this means a 3 month gap in the spend. He further explained that there are some exceptions to this policy such as some posts in social care and those funded through capital. Councillor Rayment asked if this causes a lottery in that some departments will have higher staff turnover, the Strategic Director explained that there are variations but that departments can apply to be exempt from the policy.

Councillor O'Brien stated that she fully understood the overspend in the social care area but queried the Finance and Efficiency portfolio where an overspend is shown and some areas where targets have not been achieved – she asked why this had happened. The Strategic Director explained that the majority of the overspend has been in Human Resources (HR) and there has been a complete review and redesign of the service and rebasing of the budget for next year and this has resulted in staff consultation and major restructuring within the service with two teams from two divisions being combined as part of this. This followed a Peer Review. The new arrangements have been benchmarked and future HR costs will be well below the average. There are other moves to save money in this area such as pulling back HR provided to other parties such as schools. The reasons for the in year overspend are that (1) some costs were previously part funded from reserves, to allow for the extra work arising from staff reductions within the organisation, (2) base budget inaccuracies which are now being corrected and (3) losses made on support for schools.

The Strategic Director also reassured the Panel that this HR overspend had not been taken lightly, action had been taken, but there is a need to fund HR at an appropriate level. He further explained that previous management savings targets elsewhere in the Resources department had been fully delivered but one of those savings was funded from capital so did not fully achieve the expected revenue impact. Councillor O'Brien asked if the revenue/capital issue could not have been anticipated and asked if it is clear that the budget will be achieved. The Strategic Director explained this was a small part of a wider saving but that based budget legacy issues, such as this, have been reviewed ready for next year's budget.

Councillor Barrett stated that he has concerns that virements can be abused and asked for information regarding how much money is vired across headings and who has the authority to authorize this. The Strategic Director explained that there is a budget management scheme and if a virement is over a certain amount, it would have to have Cabinet approval. Councillor Barrett asked that if something is vired across headings, why would it not show in the original budget. The Cabinet member for Finance and Efficiency, Councillor Charles Gerrish explained that the papers do not include the virements report so it is difficult to give a definite sum and that the information being requested is actually the virements at officer level rather than the

overall level. The Strategic Director stated that he would respond separately with this information, he drew member's attention to the link to Appendix 4 in the report. He gave reassurance that money is taken out where there are underspends.

Councillor Anketell Jones noted that (referring to 5.4 in the report) most of the overspend is due to demand led statutory services. The Strategic Director stated that it is a complicated topic and the relevant team could address the issue more widely but he explained that spend patterns and the effectiveness of individual commissioning decisions are being reviewed. The service has significant demand and costs pressures.

Councillor Furse stated that the overspend is sizeable and the pressure regarding social care will continue to grow. He asked why there was an overspend in procurement (page 19), the Strategic Director explained that this is around cross cutting savings targets across the Council and the overspend shows that expectations were probably not realistic as the target tended to double count savings already being made within services.

Councillor Furse asked about the home to school transport savings, the Cabinet Member Councillor Gerrish explained that this report was produced in August and some changes would not have taken effect until the beginning of the school year in September – a number of savings have now come in.

Councillor Furse asked about the income from Sirona and it was explained that under previous arrangements the authority supported IT for Sirona but there has been a reduction in the service needed under Virgin Care.

Councillor Furse asked about the fees paid to Ernst and Young (EY). The Strategic Director explained that the details of this could be provided to Panel members, he further explained that EY have done work on due diligence, business planning, tax advice and priority based budgeting. The Cabinet Member, Councillor Gerrish explained that EY bring experience and expertise from their work with other councils.

Councillor Barrett asked about buying leave option for staff and also about how consultants are paid (a set fee or by percentage of savings they make). The Strategic Director explained that the buying leave option for staff is a way of building flexibility into budgets, it is early days but could save tens of thousands. Regarding consultants, with EY there was a smart procurement which has led to a financial partnership with them. EY are only used on issues where there is no in-house expertise or capacity, they would generally be paid on a set fee basis. Councillor Barrett asked that the Panel be kept informed.

Councillor Rayment stated that when a budget plan is in place, will the impacts be assessed. The Strategic Director explained that there has already been a review of which aspects of the overspend will impact on next year's budget and this is being allowed for.

42 COMMERCIAL ESTATE

Richard Long, Head of Property introduced representatives from Hartnell Taylor Cook (HTC) Ian Lambert and Richard Saunders. HTC, the Council's recently appointed property advisors, gave a presentation (*a copy is kept on the minute book for this Panel*) on the role they will be playing in supporting the Council in its strategic management of the Commercial Estate. The presentation covered the following points:

- Who is HTC?
- What difference will the partnership with HTC make?
- How well is the BANES estate performing?
- What are the existing market conditions?
- Conclusion

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

Councillor Barrett asked why HTC are being introduced now if they have been working with the Council for three years and also what are the financial implications of using HTC. The officer explained that HTC have taken on a new role after a tendering process to replace the previous property advisor earlier this year, before that process HTC had only acted with the Council on individual acquisitions. On the financial issue, the officer explained that there is a fixed rate fee per annum, the figures will be circulated.

Panel members queried some phrases used – 'reversionary lease' is an extended expiry date; 'rental tone' is the established level of rent and a 'void' is an empty property.

Councillor Rayment stated that the presentation focused on how to get the most money but in the long term, thought should be given to the unique aspects of the city such as independent shops. The officer stated that Bath is in an extremely fortunate position in having a high number of independent shops and the focus for HTC is maintaining the income from the prime pitches (High Street brands) as this allows breathing space in talks with independent businesses where there is a different management approach. The HTC representatives explained that they understand the value of independent shops.

Councillor O'Brien asked when rents are reviewed, the officer explained that this is done on a 4 yearly basis and rents don't automatically go up as it would depend on the tone value of the rental area. In the past it was common to have a rental period of 25 years but more recently, to respond to the market, term lengths have been brought down (4 or 8 years is common).

Councillor O'Brien commented on the need to help independent shops with signage to help drive footfall to the area. Richard Saunders (HTC) explained that in certain areas of the city there are tenant collectives (e.g. Walcot Street Traders) and HTC work to try to promote such areas.

Councillor Furse referred to the gearing which is 20.8% (LTV – Load to Value) he stated that his concern is that the authority is dealing with public money so should

not take high risks. Ian Lambert (HTC) commented that 20.8% is a low gearing and there is at least 10% headroom.

Councillor Anketell Jones asked the following questions (answers are shown below:

- We are heavily dependent on retail – will HTC help us to diversify? The officer explained that asset performance is reviewed, next year there will be consideration given to more re balancing through investment. Ian Lambert (HTC) explained that the value of the Council's assets are not just in individual properties but also in properties potentially being grouped together.
- What is the opinion of HTC on the pedestrianisation of Milsom Street? Ian Lambert (HTC) explained that a pedestrianised area has to be liveable and buses rerouted. He added that more information would be needed from retailers. Councillor O'Brien stated that caution should be used as pedestrianisation can decrease retail activity.
- What do you believe attracts retailers to Bath? Ian and Richard (HTC) explained that the environment, architecture and mix of occupiers makes Bath a very popular European destination.
- Will you be advising Property Services on how they manage the relationship with independent tenants? Ian Lambert (HTC) explained that HTC can be called upon if needed.

There was some discussion around Southgate and that there are specific shopper profiles in that area with more modern size requirements in mind whereas the northern centre, the layout of shops attracts a different type of retailer. Retailers go where it suits them and both centres can balance each other. Ian Lambert explained that Cabot Circus initially had a major negative effect on other parts of Bristol when it was first built and that has not happened in Bath.

Councillor Rayment asked that the unanimous cross party wish to keep the mix of retailers in Bath be noted by officers and HTC.

The Strategic Director stated that officers and HTC have heard and noted the need for balance and efforts will be made to keep the balance right.

43 GRAND PARADE AND UNDERCROFT UPDATE

Derek Quilter, Divisional Director of Property and Project Delivery introduced the item and explained that he would feedback the Panel comments to the Cabinet member.

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

Councillor Furse stated that his concern is that, while this was a Council scheme, there was control over the appearance and usage but in selling it the Council would lose that control. He added that he would like to know what restrictions will be put in the terms of the building agreement as this may be the only control the Council has as it is difficult for Councillors to oppose potential licensing applications. The officer stated that the lease would only be granted on certain terms and that there will be a

building agreement. He added that there are already restrictions on opening hours for the scheme and that these restrictions would carry over.

Councillor O'Brien stated that we must be aware that a developer can apply for a variation on a license. She added that it is important that we make it clear that the building must be maintained. The lease must be very specific. The officer explained that this was a listed building so restrictions would apply.

Councillor Rayment echoed concerns about potential changes to this iconic area of Bath. The officer explained that there is a very detailed planning application and it would not be sold as freehold so the Council would maintain some control.

44 CABINET MEMBER UPDATE

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

- The round of budget engagement meetings has begun – so far there have been meetings with Bath Avon South and 3G (a third sector group) – groups have expressed wishes to work positively with the Council. There is a Bath Avon North meeting today and next week Bath, Keynsham and Somer Valley.
- We are proactively looking at where we can transfer community assets – these help with savings.

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

In response to a query from Councillor Anketell Jones, the Cabinet Member explained that 3G includes CAB/MIND/Age UK/SWAN/Rural Network and DHI.

Councillor Rayment asked if there was any indications of the impacts of the national budget (announced today 22nd November 2017). The Cabinet Member explained that he had not yet seen the Government reports but he noted there was no mention of social care. Andrew Pate, Strategic Director of Resources explained that Universal Credit had been referred to and also empty homes.

In response to a query from Councillor Rayment, the Cabinet Member explained that the authority had not met with Government representatives yet but they will explore ways to enable the Government to empower the authority to find ways of raising money.

45 PANEL WORKPLAN

With the following amendments, the Panel noted the workplan:

- The 'Update on demand for Printing, Catering and Cleaning services and future delivery options' item be moved to 21st March 2018.
- The Chair to speak with officers about where best to place other unscheduled items.

The meeting ended at 7.00 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

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Bath & North East Somerset Council	
MEETING:	Resources Policy Development & Scrutiny Panel
MEETING DATE:	5th February 2018
TITLE:	Revenue & Capital Budget 2018-19
WARD:	All
AN OPEN PUBLIC ITEM	
List of attachments to this report:	
<ul style="list-style-type: none"> • Appendix 1: Budget report • Appendix 2: Summary of other January 2018 PDS meetings 	

1 THE ISSUE

This report provides this PDS Panel with recommendations and context to enable it to consider the separately published draft Council budget.

2 RECOMMENDATION

The Panel is asked to:

- 2.1 Consider the budget report as well as feedback already received on the budget and highlight any issues it would like the Cabinet to be aware of.
- 2.2 Recognise that any recommendations should be financially neutral as the Council has a requirement for a balanced budget.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 3.1 The resource implications are contained within the budget report.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 The budget report provides the framework for service planning and budget setting to enable the fulfilment of the legal requirement for the Council to set a budget in February 2018.
- 4.2 The Council is committed to ensuring that financial decisions and the budgetary processes are subject to proportionate equality analysis. This analysis is being carried out on the proposals within the Operational Plan by the Council's

Communities Team in conjunction with the relevant lead Directors. An initial assessment is attached to the draft budget report.

5 THE REPORT

- 5.1 This report provides the Resources PDS Panel with recommendations and context to enable it to consider the separately published draft Council budget. The main budget report documents will be circulated to the Panel through a supplementary despatch as they are not available at the time of report pack circulation. This is the standard approach and papers should be available on or about the 30th January 2018. The timetable is unavoidably constrained given the timing of Government announcements and consultation requirements. The Operational Plan has already been published and sets out the way in which the changes highlighted in the budget will be implemented.
- 5.2 A number of Area Forum meetings were held during November 2017 in order to give partners, stakeholders and members of the public the opportunity to hear more about the budget challenge, express views on potential impacts and local priorities and raise ideas and questions.
- 5.3 During January 2018, the draft Operation Plan has been presented to each of the other Policy Development and Scrutiny (PDS) Panels. Each PDS Panel was engaged in this review and concentrated on the parts of the plan relevant to their own remit. The Panels were asked to consider the implication of the draft plan and make recommendations to the relevant portfolio holders and Cabinet.
- 5.4 A summary of the other PDS Panel discussions will be circulated to this Panel through a supplementary despatch as it is not available at the time of report pack circulation.
- 5.5 Cabinet will consider the feedback as part of its final consideration at the Cabinet meeting on 7th February 2018 and will recommend a budget to the February 13th 2018 meeting of Council.

6 RATIONALE

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

The Operational Plans sets out the context and implementation arrangements and highlights the expected impacts.

7 OTHER OPTIONS CONSIDERED

- 7.1 The Operational Plan sets out a package of options that reflect the Council's Corporate Strategy, and its overarching visions and values. The available options were highlighted as part of the budget consultation meetings especially at the Area Forums.
- 7.2 The financial pressures facing the Council limited the availability of viable options with a significant element of the savings coming from reduced staffing levels.

8 CONSULTATION

- 8.1 The Operational Plan flows from the Corporate Strategy which was developed in consultation with Cabinet and Council officers. They also build on the Council's 2020 vision which was developed in consultation with the NHS, police, local businesses, fire service and voluntary sector.
- 8.2 Council meetings and briefings have been held with officers and members during the refresh of the plans.
- 8.3 A short animation with information about the budget process has been developed and publicised online.

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. This is incorporated into the budget report.

Contact person	Andrew Pate (Strategic Director Resources)
Background papers	B&NES Corporate Strategy 2016-2020 <ul style="list-style-type: none">• http://www.bathnes.gov.uk/sites/default/files/bnes_corporate_strategy_2016-2020.pdf Area Forum Feedback <ul style="list-style-type: none">• See attachment below Budget information on Council web site <ul style="list-style-type: none">• https://www.youtube.com/watch?v=teev4Wdzu_w
Please contact the report author if you need to access this report in an alternative format	

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Bath & North East Somerset Council

“Changing Together”:

Budget Engagement November/December 2017

Feedback Report

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11	Keynsham Area Forum
12	Chew Valley Forum
14	Annex: Notes of Group Workshop discussions- – 3SG 21 November 2017

January 2018

1. Introduction

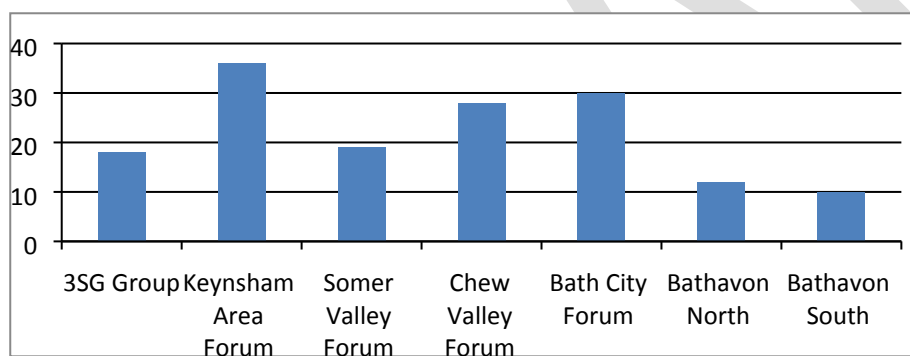
A series of “Changing Together” presentations, followed by “Question and Answer” sessions, was hosted by our Connecting Communities Forums and by the 3SG (Third Sector Group) in November and December 2017.

The presentations were given by Cllr Charles Gerrish, Bath & North East Somerset Cabinet Member for Finance and Efficiency, and covered:

- The Council’s changing role
- The pressures and challenges we face
- What we’re doing about these
- What we can do together to help

The presentation given to the Bath City Forum can be found [here](#)

These were open meetings and a total of 153 people, excluding officer support and presenters, attended. The highest attendance was Keynsham. Detailed attendance figures are set out in the table below.



Our thanks go to the hosts for these sessions and in particular to the Forum Chairs and Vice Chairs.

2. Summary of Key Issues raised

In total, over 70 specific questions and issues were raised in the “Q and A” sessions which followed the presentations. These are set out in detail in the body of the report. However, a summary of the key issues raised is set out below:

- **Key Issue 1: Understanding the scale of the challenges and impacts facing Adult Social Care, Children’s Services and protecting the most vulnerable.** These were referred to at all engagement sessions and generated the highest number of questions overall. There was specific interest in the cost of placements
- **Key Issue 2: Understanding the challenges of Business Rates, Council income, use of Council assets and the Council Tax regime.** This elicited the second

Changing Together: Budget Presentation 2017- Feedback Report

highest number of questions across the Forums and there was also interest in the impact of the University sector.

- **Key Issue 3: The budget process, next steps and how to work with the Council to address the issues identified.** The 3SG session broke into workshops to highlight the opportunities under the themes identified in the presentation made to them.

In addition, a wide number of specific questions were asked about Council services and schemes including recycling, traffic and leisure facilities. These key issues as well as the detailed information set out below were reported to a special meeting of the Chairs and Vice chairs of the Forums and of 3SG on 11 December. The meeting also received an update on the next stage of the budget process.

3. Detailed Questions and Answers recorded at the Presentation sessions

Bathavon South Forum, 15th November 2017

- Q: Where shop owners have properties with residential units above them there are rules around SIPPs (Self-Invested Personal Pension (SIPP)) that makes it unattractive for people wishing to invest in making the units suitable for the rental market. Could the Council lobby for changes that could help with this?**
- Q: The Council owns a lot of the properties in the city and stores that had been here for a long time appear to be disappearing. What can be done to prevent the loss of popular city centre shops?**
- A:** The Council is one of the bigger owners of commercial shops in the city and it does benefit from the business rates that it collects. It does not set business rates as this is done by central government. The Council works flexibly with tenants to provide help where they can. Occupancy rates in Bath show void rates of around 5%, nationally the figure is double that.
- Q: The level of commerce that is now conducted on the internet has weakened the ability for the traditional shops to be able to compete. Where cafes come along to replace the shops that close they are seen as an offering. That is an offering to people that have additional free time to fill.**
- Q: Where so called useful shops in the city do disappear these are often replaced with numerous coffee shops and cafes.**
- A:** Where a property is banded for use that allows the change to take place there are no powers to stop this when we are not the landlord, where a change is required, then change of use must be agreed. Where the Council is the landlord then we do have the right to decide on the mix of tenants we wish to have.
- Q: Will the Council be the landlord for all of the Bath Quays Development?**
- A:** We are presently asking for expressions of interest for sections in the development. We expect to see partnerships that we will be part of and this will give a mixture of different types of employment.

Permitted developments such as the one on the Pickfords' site in Bath can be seen as having a double impact on then Council finances. Not only does the Council not have business rates

Changing Together: Budget Presentation 2017- Feedback Report

to collect, it also has no Council Tax to collect from the student block that replaces the existing business.

Q: Why has the situation got so bad with Adult and Children's Care requiring 80% of the overall budget?

A: The presentation outlines the pressures: the ageing population in B&NES is increasing at a higher rate than the national average. In addition, the quality of many of these services (for example, special needs schools places), are seen as attractive to people moving into B&NES.

It is also worthy to note that there are positive things we need to reassure ourselves of. These include success with Ofsted, quality care home delivery, staff success and huge savings already made. There are many things we are still doing but in a different way.

Q: What is the situation with the link road?

A: There is investigation still to come on this. Conversations with and lobbying of government on funding are awaiting feedback.

Comment: The issue of cycle lane safety was highlighted; it was suggested that installing raised middle separators would increase safety.

Comment: The issue of communal waste collect points such as those used in Europe was a suggestion.

3SG , 21st November 2017

Q: Is there transparency at looking at opportunities and future arrangements? A lot of people in attendance today are part of the Virgin contract: will the health and social care savings be required from the Virgin contract and then trickle down to the small organisations?

A: There is a series of efficiencies and planned savings within the life of the Virgin care contract. Part of the saving will be made through exploring new digital platforms. There are currently no concrete plans for exactly how these savings will be made.

Q: As the plans are not fully formulated, is there still an opportunity for us to work with you to develop them?

A: More detailed plans will be developed in January and we have an opportunity to look at specific areas. The relationship and discussion need to be on-going.

Comment: The local authority should take a view about the best way for communities to help with the demand. They should set out a vision and focus on the areas with greatest need.

Q: Not every organisation represented here today is part of the Virgin contract. The advice and information service had been part of the contract until recently was removed from the scope. Is it likely that it will be part of the contract in the future?

A: The majority of services have been now transferred. We have confidence in the model and we are in the process of TUPE-ing over some of our commissioning capacity to Virgin. We will be talking to all those affected in advance of any further changes that may take place.

Q: Practically, what can we offer you over the next three weeks? The third sector is good at identifying creative solutions but there isn't a lot of time.

Changing Together: Budget Presentation 2017- Feedback Report

A: The budget pressures don't go away. If we are making progress towards the savings then we could explore opportunities for these to take place in 2019. We have to start now and we would like to work with you. The local authority's role is changing and we will, in the future, not be delivering all services ourselves. Councils can over-complicate things, so we need to have simple solutions to dealing with issues.

Q: The sector is good at delivering value for money. We recognise that the Council needs to save money and therefore we wouldn't want the Council just to commission a service with a larger provider as it is cheaper. Everyone here today works at a micro level. "Grants" are not seen as helpful necessarily and the Council instead needs to see funding as "investment" into the local community. The sector is really hard working and delivers on the ground.

A: We need to look at doing things differently. To support this, we have identified a small grants programme this year. The take up has been slow but there have been some good ideas coming forward.

Comment: We need to recognise the hidden investment that the sector brings – eg the room offered by Bath Football Club for this meeting. Someone needs to absorb these costs as they are real and actual costs. There is an opportunity to explore ways to make things easier for us.

(See Annex for details of workshop sessions)

Bathavon North Forum, 22nd November 2017

Q. What are the reasons behind the pressures now being felt on children and adult services?

A. There is a combination of factors: more children, an increase in 'stressed families', more complex needs and an increase of 14% in care packages that are costing over £50K per year. There are some young adult packages that are costing over £100K per year.

Q. How is the Council dealing with the issue of the lack of financial contributions being made by the Universities in Bath? The City is losing out due to the loss in business rates caused by the levels of accommodation for students and then with the students not having to pay council tax we lose again.

A. Discussions are taking place with the Universities and this work is still ongoing. The rent that is being paid by the University of Bath was set out in the 1960's on a lease for 150 years; the rent was set at a peppercorn rate.

Q. The investment being made in leisure facilities is a positive move, what more can be done to increase cycling to school?

A. The Council does look to provide safe routes and pathways to schools; we do see the health benefits that come with cycling.

Q. Are there caps on Council Tax increases? And is it too radical to say levels need to be higher?

A. There is a 2% maximum rise that can be made for Council Tax, if we wanted to raise this by any greater level then we would have to hold a referendum; this would cost around £200K to

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do so. The additional precept for Adult Social Care is again 2%, we do plan to ask to split this down over the next two years so that the next increase is 3% and the year after that is 1%.

Q. If the public want decent services should it not be an expectation they need to pay for these?

A. Many people do not see the services that are putting the greatest pressure on our finances and do not see why there is a greater need for us to ask them for more money.

Q. Sure Start and Children's Centres are of great assistance to families that are coming through with greater care needs, is it a false economy to cut back on these?

A. The Council has retained a number of children's centres, some are now becoming community assets, whilst other authorities have taken the decision to close them.

Q. The expansion of Universities in Bath without enough campus accommodation being built has and continues to put ever increasing pressures on the City. Residents are being displaced and replaced by students - £20 million in lost Council Tax over five years and if this continues this rises to £40 million in five years' time. This is money that the Council is missing out on. The Universities should be made to make contributions as they are causing pain to public finances that is doing more harm than good.

A. A document is due to be published next week that shows how we have been looking at this issue. We have to strike a balance at the same time as working under government directives. Cllr Bob Goodman has been working on this issue and is continuing to look at ways that will help.

Q. It is good to see that the presentation says that you are putting residents first. FOBRA feels that there needs to be a student housing strategy that the Universities and signed up to. Other local authorities have taken a much harder line; can we expect to see B&NES getting tougher?

A. New HMOs do have restrictions and we are tackling the issue where we are able to do so, where there are existing dwellings that are HMOs there are no restrictions we can apply.

Q. Where does the Council receive its finances from?

A. £50 million comes from Council Tax which is around 30%.

Q. What is the position with the rate support grant?

A. The Council will retain the full 100% of business rates from 2020, but there is a lot of volatility around this income. There is a balance that we have to get right. There is a new action plan for shops and we are lucky that we have tourism that drives business. The internet offering has eaten into the customer base for many shops and we have to be realistic around the impact that this has.

Q. Are there any plans to introduce a Tourism Tax?

A. Yes, we are going to central government asking for more freedoms for local authorities to decide on what is best for their locality.

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Bath City Forum, 27th November 2017

Q: Is the investment that has been made in leisure facilities part of 'invest for funding' strategy?

A: No, the investment has been made to give people the opportunity to improve their health and wellbeing.

Q: Where recycling has been mentioned in this presentation the focus is on saving the Council money; there has been no mention of the importance of saving the planet.

A: We agree that the environment is important and every effort needs to be made to encourage everybody to do the right thing.

Q: The figure quoted of a 14% increase in children going into care sounds high, what are the reasons.

A: The starting point is very low, with all additional cases there are court fees. Some of the complex cases can require care packages that are very expensive.

Q: Last year there was a discussion around tourism tax - are there any plans to continue looking at this possibility? How likely is it that the government will listen and how quickly can we expect this to happen?

A: The Council Leader has meetings planned with central government in the near future to look at how local authorities can be given new income-raising powers that can be used to meet the local needs; this includes looking at tourism tax.

Q: What can we expect to see as the alternative meals on wheels offering? Will this just be a drop off service?

A: The final decision has not yet been agreed. We have looked at the option of working with Age UK as the care element of the service is seen as important.

Q: The slides in the presentation show overall totals that do not add up from the information shown on the slides.

A: These are illustrations, there are areas such as Council Tax rises, revenue from Heritage and our property company that all need to be included.

Q: Local authorities across the UK are struggling, how can we tell how B&NES fits into the scale of the impacts versus others? Are the efficiencies that we are seeing comparable when you take into account the level of assets that B&NES have available to them?

A: The presentation shows a table on Council Tax which illustrates what B&NES charges compared to others. A combination of factors makes this year's position tougher. Other authorities were earlier in making the cuts and we are playing "catch up." B&NES does benefit from the income from visitor numbers but also has the downside of having to pay for higher numbers of ageing residents and the way our high quality special schools offering attracts people from outside the area.

Q: Bath is now the most student populated city in England with its student population making up proportionally 25% of the people living here. The students are paying no

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Council Tax and the government are not compensating B&NES for this missing income. The government need to understand the impact on communities, there needs to be a student accommodation document that sets out a strategy that also deals with the loss of business rates. What are the Council doing about this and is there dialogue taking place with the Universities?

A: The Leader of the Council is working with the University cities of England in putting forward a joint case to government. The Universities are talking to the Council; this is important as there are more HMOs, more Students and the loss of the rate support grant.

Q: What additional reduction in Council offices will we be seeing?

A: The move of the one stop shop to the Podium will free up space in Manvers Street for other uses.

Q: How are people to be supported in staying well if funding is to be reduced?

A: Support from within communities will be required and different approaches will need to be taken.

Q: This year the presentation that has been given is an improvement on last year. I do think that the idea that this is a consultation on the budget does not feel right. From what I see we are in a real financial mess and are being forced to make 300 people lose their jobs. Are we considering a referendum for a high increase in Council Tax?

A: It is too early in the process to say what the level of Council Tax increase will be. If however we did hold a referendum the cost would be around £200,000 and it is not certain that residents will be in agreement. Additionally the delay caused would lead to a hold up in collections that would result in losses that we would never get back. We will consider the option to increase the Adult Social Care precept.

Q: The recycling methods that we have always adopted could be changed so that we look at sorting increased levels of recyclables “downstream”?

A: We will look at the contract for recycling when it comes up for renewal. We all should encourage and educate our neighbours into doing everything possible to maximise recycling.

Comment: It is looking likely that residents will be looking at a 5% overall Council Tax Bill increase, 2% on Council Tax and 3% on Adult Social Care. There needs to be effective lobbying of central government to compensate for the additional burdens that are happening now with Adult Care numbers and extra places needed for children's needs.

Q: The introduction of a Metro Mayor seemed to imply that the full business rate retention would be given as part of the deal; please could we have clarification if this is still only a pilot period or if it is being implemented fully?

A: The business rate retention scheme was introduced after WECA came into being, this was not offered as an upfront benefit.

B&NES did join the pilot scheme for the localisation of business rates, and by joining we have benefited through immediate growth gains. There is still going to be an evolution of national policy that will determine how the rate will be revenue neutral.

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The lobby of government will continue and we are highlighting a number of areas such as, student numbers, tourism levy, charitable business rate relief, permitted development rights and special education needs.

Q: As a headmaster in the City, I see the discussions with children about the importance of recycling and they see this as the right thing to do.

A: Thanks for the efforts that you are making.

Q: The message that the most vulnerable people are being taken care of is good to hear and is linked to the point I made about funding for schools.

School funding over the next two years sees an extra £3.5 million being shared across the area. If however the choice is made to move to the new formula for allocation of the funding the five most deprived schools in the area will lose out on £200,000. It is now up to Councillor Paul May to make a decision.

A: The decision is scheduled on the forward plan, the Council does not make the decision alone, and the Schools Forum will be involved with this. Councillor Gerrish said that he will look to see what can be done on this.

Q: How can the Council's consultation be widened to involve the harder to reach residents and get a cross range of organisations and residents better informed?

A: This presentation is only the starting point and we recognise that the process will take further engagement sessions that will look ahead to further years. Getting a wide range of people involved is important and the Third Sector Group and the Forums are part of the overall methods we will use.

Q: The setting of expectations needs to be carefully managed when delivering awareness. The broader picture needs to be looked at and avoidance of just listening to the loudest voices only is needed.

A: The role of the Council is changing and a broader role for the community will be required. We want greater engagement with proactive and positive groups.

All of the Directorate Plans will be published and will go to Scrutiny in January 2018, including a range of plans for savings. Any proposals for alternative savings will need to be set out with the financial implications.

Q: This year's plans from Bristol City Council were set out in November 2017 line by line. We should aspire to reach this level of detail for the next years round at around September 2018. As adult social care is such a large part of the budget it would be encouraging if the cabinet member could attend these meetings to give greater levels of detail.

A: This year saw late pressures from social care and the overspend was not identified until August 2017.

Q: Have the two MPs been invited to give their opinions on the budget?

A: Yes, the MP for North East Somerset has already met with us and the meeting with the Bath MP is planned for next Friday.

Q: Have the changes that are being made to parking charges within residential zones in Bristol been looked at?

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A: This is something that we will be looking into.

Somer Valley Forum, 29th November 2017

Q: In the 'Changing Together' document, you state that you will 'manage and contain demand for adult and children's services'. How will you do this?

A: We need to try and manage the associated costs.

Q: In the 'Changing Together' document, you state that 'There are 14 per cent more children in Bath & North East Somerset Council's care than last year'. Why has it increased?

A: The numbers of children are low and, as such, any increase will represent a larger percentage. The reasons children go into care vary but include factors such as family break up.

Q: Is it cheaper to take them into care than resolving the issues that led to this?

A: The Council protects children in two ways: child protection plan or in Council care. We do try to support families for as long as we can but, if we cannot protect the child, steps need to be taken. A Court will make the decision. This is a lengthy and costly process. A child in need will cost £5k per year, a child with a child protection plan will cost £10k per year, looked after children cost £50k per year.

Q: How do we stop it reaching this point in the first place?

A: We continue to invest in early help and although we have had to make some reductions here, we have protected these services. Numbers of children in care has increased but is still lower than the national and regional average. The Council is keen to recruit more foster families – private foster agencies cost the Council significantly more.

Q: You mentioned the cost of closing care homes and having to move residents. Does the figure relate to the residents that pay privately or not?

A: Both – High Littleton is an example. All 160 residents had to be relocated and the additional cost to rehome residents was £1m. Finding 160 beds at one time is a pressure on the service.

Q: If people pay for their care, why is that a cost to the Council? If they need to move, why is the Council paying?

A: Market forces – care homes know they can ask the Council to pay more in these circumstances so sometimes we have to.

Q: Do you not run any of your own homes now?

A: No, but we would consider it. The care homes in question did not work with us early enough to work out a deal – we were given a week's notice.

Q: Would you be willing to speak to someone as we have an idea about this? (Paulton Parish Councillor)

A: Yes

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Q: Local authorities will pay £4k a month for care when private individuals are paying £11k a month for the same care. The Council says to care homes they have to accept this amount. It therefore becomes economically unsound for the care home, so they close, then the cost goes back to the Council.

A: Over the last year, we have engaged with care home providers to work out what is considered a fair price for care. There is a representative group that meets. It is difficult but a lot of other local authorities are in the same position.

Q: Do you use consultants to help you make these efficiencies and if so, do you know how much they cost?

A: Yes. We have a contract with Ernst Young and they work with us on a range of support services including project assessment. They have brought experience in terms of the Bath Quays development and to Bath Tourism Plus. They work closely with other local authorities that have been through the same challenges – Bath & North East Somerset Council has been cushioned to date due to the income from tourism and property rental.

Q: Having worked for Central Government I am aware how much has been spent on consultants in the past who then tell you what you already know.

A: Ernst Young have been very helpful – with Bath Quays they used their expertise to get us into the market with 16 expressions of interest as a result. Sometimes it is more cost effective to bring in relevant expertise as required rather than keeping a team in-house. We no longer have the resources.

Q: The Christmas Market must bring in a lot of money for the Council, can we capitalise on this further?

A: Yes there is potential for future years. Unfortunately this year the Christmas Market did not get planning consent for further stalls. However, there does need to be a balance between income and impact.

Comment: No-one has ever been asked whether they would be happy to see Council Tax increase to help mitigate these reductions. Government has capped local authorities who are now turning to parishes to pick up services and costs.

Comment: There needs to be a notice period built into contracts with care providers.

Comment: Residents do not understand that they pay a precept. If Parish Councils raise their precept, the money will stay locally rather than if B&NES increases the tax and the funding is spread across the whole area.

Keynsham Area Forum, Thursday 30th November 2017

Q: If 300 people are losing their jobs, will there be compulsory redundancies?

A: We can't answer that at this stage – there will be some voluntary redundancies and natural wastage.

Q: What proportion of the total budget are the savings?

A: The net budget is £112m, the savings are in excess of 10%.

Q: What reserves do you have?

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A: There are two types of reserves – some are earmarked for specific purposes and not available for general revenue use. We also have a statutory duty to keep a proportion of reserves for emergencies – Kelston Road emergency works is an example of something funded from reserves.

Q: My question was how much?

A: The statutory requirement is £13m.

Q: There are good ideas on how past and future savings can be made but to pay 80% for social care is becoming ridiculous. What is the Council doing to make a view known from a Conservative Council to a Conservative Government?

A: We are liaising via the Local Government Association and have spoken with Jacob Rees-Mogg MP

Q: Thank you for a great presentation. Do you know how much you spend on outsourced contracts? Can you negotiate them down?

A: We are looking at this but some, such as Highways, have increased.

Q: You mentioned that Keynsham's CCTV provision was going to be enhanced – what about speed cameras – they must generate income for the Council?

A: They are paid for by the Council and some additional cameras have been installed. We do not receive all of the fine money. Some goes to the Police and to a Road Safety Fund.

Q: You said there had been a 40% reduction in funding but not the time period for this.

A: Since 2010.

Chew Valley Forum, Monday 4th December 2017

Q: A plea made from Bath City College, Adult and Community Learning Team. Up-skilling people to get into work is important and the Adult and Community Learning team provide courses to support them. However there is also the need, particularly in the Chew Valley, for upskilling older people to use the internet and get on-line. The team provide courses to support older people to improve their skills. It is important that future funding provides flexibility for people to get back into work but also to allow people to upskill and be more independent, living healthier lives.

A: It will become the responsibility of the West of England Combined Authority to allocate the funding for Adult Education, however we will ensure that the funding is allocated based on local needs and demands.

Q: There have been on-going discussions with Highways regarding the A37 traffic issues in Pensford particularly safety improvements which is greatly needed outside of the school. There were plans for kerb improvements and bollards. We have heard nothing since the last meeting. We would like to receive an update.

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A: Ashley Ayre agreed to follow this up. Cllr Gerrish commented that Councillor May has been lobbying for improvements at the Bellution junction and there has been a focus on the A37 to ensure it is identified as a key route. This will enable additional funding to be released through the West of England Combined Authority.

Action: Chris suggested that a sub group of the Forum be set up to look at the A37 issues.

Q: I came along this evening to find out how to get our views across. You mentioned in the presentation about how we can give our views, but it is still not clear. We need clear channels of communication.

A: The Council has committed to engaging with the Forums and the wider community over the next 12 months and tonight is the start of the conversation. In the past the Council has just presented the Budget to the Forums. The Forums are a perfect opportunity to discuss local issues and challenges. There is a meeting next week of all the Forum Chairs where we will be discussing how to take this forward. Please ensure that you give your details to the Communities Team who will add you to the Forum circulation.

Q: I have been unable to find the business plan for Environmental Services on the Council's website. How does the Council measure service performance against individual's performance in order to make greater efficiencies? How can you make decisions on budgets if this information is not available?

A: Public Protection has been streamlined and has delivered savings. Cllr Bob Goodman is the Cabinet member responsible for this service area. Cabinet members are regularly briefed on issues within their areas of responsibility.

Q: As a GP I regularly visit vulnerable people in their homes within our rural community and these people are least likely to have internet connection or a mobile, or have the skills or interest. We therefore need to ensure we have the support available to our communities.

A: We have no intention of delivering all our services on-line. We will still ensure our Council Connect service and One-stop-Shop remains. However, we do recognise that more people are IT literate and prefer to access some services on-line.

Q: I care for a resident who has early onset Alzheimer's. It is important that we continue to care for vulnerable people and acknowledge the resources needed. A study by Newcastle University identified that 1.2 million people in the UK are suffering from a lack of care. We need to ensure we offer support not just find alternative ways of doing things.

A: The Council has delivered efficiency savings within Adult and Social Care. We have reviewed the way undertake our assessments. In the past some people received assessments unnecessarily - they had just required signposting to services. It is important that the Council assesses people at the right time in order to integrate the right health services they need at the right time.

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Annex

Notes of Group Workshop discussions- – 3SG 21 November 2017

“Going Digital” group

- Council could provide a crowdfunding / grant-making platform (example - Frome Town Council have developed this). Simplify access to information and funding. Could be a way to encourage charities to embrace digital.
- Moving services to digital can exclude groups of people. Limited access / ability.
- Distribution of small grants could go on-line.
- Libraries are used for digital access / printing. Could use other spaces eg. Community hub at Mulberry Park.
- Design of digital services needs to be inclusive.
- Use of purchasing power and reducing duplication to encourage joint working.
- Example – oil buying consortia, saves money for individuals.
- Moving service on-line would save money but need to consider excluded individuals and groups. Can add to loneliness and isolation both geographical and other attributes- therefore need to support access, support training.
- On-line services don't automatically mean it is easier to use / access.
- Finding optimum support for communities to help themselves, with Council providing back-up – eg.,. equipment.
- Enabling people to use digital services. Need to raise awareness of services eg FixMyStreet.
- Be clear about what we are commissioning to avoid duplication.

Health & Wellbeing group

- Quartet have been commissioned to run grant programme – mental health, particularly men. “Pot” £18k, request £30k.
- Create a vital add on to existing projects, so more projects are partnership ones.
- Bath Mind Social Enterprise – location needed
- Community Asset transfer – maximise asset rather than only partial use. Southside / Riverside / PSJ sharing learning from existing.
- Are the 4 key areas correct?- volunteering and digital are more enablers.
- Digital information provision can be useful but still needs to be some face to face. Tech for Good could be part of solution and Bath Hacked. Doesn't need to be just one method Dementia Friendly web platform.
- Third sector to offer services more cost effectively. Do we need to reframe the programme. Third sector doesn't have duty desk / thresholds / not filtered but not volunteer based – we use volunteers but require paid, expertise staff.
- DHI 20% cut – sat down with staff to revise how things are done / do differently able to do this perhaps more quickly and responsive, only accountable to Trustees.
- Small organisations don't have back office support.
- Any mileage in collaboration?
- Tokenistic approach to involvement of the third sector.
- Council open to ideas for contracting out as we can add value.
- State of the sector survey – 64% respondents using reserves very likely that will be used.
- Youth Connect – looking to the sector.
- Using voluntary sector for consultancy.

“Role of Communities”

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- Opportunity with the Community libraries - libraries are more than just books. Community Hubs enable people to access information in a “non-statutory” way. There is some funding set aside to support the development of community libraries.
- Opportunities to do things better. Establish a place where people can interact rather than having to choose a window.
- The Council has the ability to invest to save.
- Is there scope within the neighbourhood plans to incentivise tasks that may be cut eg grass cutting etc.
- Communities need to identify the priorities for their local residents
- We have to be careful of the unintended consequences of cuts impact on other services – example, if you don’t cut the grass on playing fields, this impacts on local groups taking part in physical activity.
- Asset transfer – maybe groups cannot afford to purchase a building however they may be able to run a service. Opportunity to explore asset transfers with voluntary organisations. How does the Council measure best value for its asset transfer?
- B&NES is an area of disproportionate differences – need to push money where its needed.
- We can bring other trading in – voluntary services.
- We need to empower the community. We need to have hubs which the community will own.
- It’s all about how people can access facilities – not everyone can get to Manvers Street.
- There is always a need for us to go to the facilities. We still need face to face but where do you do face to face?
- Libraries are more about social contact. Historically they used to be by subscription only.
- Some villages run their own halls and do their own thing.
- Need more adhoc volunteering – try to encourage people to be more neighbourly
- Space where people feel welcomed.
- The voluntary sector has the specialisms but can’t always see out of the corner of our eyes where other people need support
- Where is the PCT and NHS in relation to what they are doing in the community. Need the Council to make the links.
- Opportunity to link up with GP surgeries – health visitors are already working in community spaces.

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Appendix 2 - Comments of PDS Panels on the 'Bath and North East Somerset Council Operation Plan 2018-19'

During January 2018, the draft Operation Plan has been presented to each of the Policy Development and Scrutiny (PDS) Panels and Select Committee. Panels have concentrated on the parts of the plan relevant to their own remit and the comments made are as follows:

Planning, Housing and Economic Development – 16th January 2018

Councillor Barry Macrae advised a note of caution relating to Digital by Choice and the members of the public that do not regularly use IT.

Councillor Lisa O'Brien asked if the Council's work regarding further education and employment dovetailed with that of WECA.

The Strategic Director for Place replied that the Council was working with WECA regarding the skills agenda.

Councillor Rob Appleyard asked if the pension deficit in relation to Bath Tourism Plus has been addressed.

The Strategic Director for Place replied that this was addressed when the service was brought in house.

Councillor Barry Macrae asked how the Disabled Facilities Grant was funded.

The Finance Manager replied that the funding stream had changed and that it is now supplied by the Better Care Fund from the Government and a contribution from Curo.

The Divisional Director for Community Regeneration added that this was a demand driven programme to support people to stay in their own homes.

Councillor Lisa O'Brien asked if any comment could be made on the future use of Lewis House.

The Strategic Director for Place replied that if staff numbers were to reduce it might be the case that the Council will not occupy all of the available floors on the site.

The Chairman thanked her for presenting the plan to the Panel.

The Panel **RESOLVED** that at this stage there were no specific areas of feedback that they would like to refer to the relevant Cabinet Member for further consideration as part of the operational planning and budget development process.

Communities, Transport and Environment – 22nd January 2018

The Chair explained the aspects of the plan that were within the remit of the Panel. He explained that the Strategic Director for Place, Louise Fradd and Divisional Director for Environmental Services, Martin Shields were present to answer questions.

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

Regarding 'Transport Planning' (page 99, Appendix 1) Councillor Bull asked that if reliance on consultants is reduced, is there capacity within existing staff to carry out the work. The Divisional Director explained that, following a restructuring across the Highways Team, there are now staff who can do the work that had been done by consultants.

Councillor Butters asked (regarding 'Parking and Transport') if customers would be able to pay directly by card under the new proposal or will they have to download an App. The Divisional Director explained that the plan was to reduce payment by card (and the additional transaction fee). The Strategic Director explained that other areas use this model, there will be a phased approach. The Divisional Director explained that with the App customers can adjust their stay period.

Councillor Bull asked (regarding 'Transport and Parking Services Review') if the £707k saving had been made as a result of the parking review. The Strategic Director explained that this had already been agreed as part of the previous budget process but at this time the parking review was still under consideration. However there had already been additional income from parking charges, particularly around the Christmas period and it was felt that the income target was realistic and may even be exceeded.

Councillor Bull asked (regarding 'Transport – moving people from A to B') if the proposals result in changes to eligibility for transport and asked if future service users will be disadvantaged by the proposal. The Strategic Director explained that the review has been ongoing and savings are now coming. She added that personalised budgets have had a positive impact on costs and discussions are ongoing with local dial a ride groups. In addition she added that the programme of safe routes to school would further reduce the need for transport to be provided and that the Council was looking at how it could use its vehicles to move patients to and from hospital more cost efficiently.

Regarding 'Waste and Parks' Councillor Turner asked if Parks Groups are aware of the service review. The Divisional Director explained that the service will be looking to work with friends of groups and any other partners who can contribute and that the service will become more commercial in the way it does business with fee paying customers.

Councillor Bull asked (regarding 'Refuse Collection') if it is anticipated that there will be resistance to reducing garden waste collections in winter months as people pay for this service. The Strategic Director explained that the

reduction in collections during winter months (when there is less garden waste) was preferable to increasing the fees.

Regarding 'Modern Libraries and Customer Services Review' Councillor Bull asked if it was wise to withdraw funding from community libraries when there is more emphasis on digital communication and many people only access computers in their library. The Cabinet Member for Transformation and Customer Services, Councillor Karen Warrington explained that people are coming forward and discussions are ongoing, if people want an internet connection then that will be factored in. The Panel will be kept informed.

Councillor Simmons asked about the 3 month vacancy freeze (page 116) and if this could cause a problem in audit. The Strategic Director explained that if there is a need for a post to be filled then it is possible to fill a post before 3 months. She added that this policy has been applied for 6 months and it represents due diligence in assessing if there is a need for the post.

Regarding 'Management Arrangements and Staffing' Councillor Bull asked if the reduction in 300 staff was in addition to the staff reductions shown in this report. The Strategic Director explained that the 300 figure was made up of the staff reductions shown in the budget papers and other posts which have not been identified yet. This will be phased over 2 years. The Cabinet Member for Finance and Efficiency, Councillor Charles Gerrish added that smoothing reserves could be used in the phased period.

Councillor Hale asked if there is any work to be done with University's, the Cabinet Member reported that there is a lot of work being done on this.

Councillor Gilchrist asked if the Gulls nest removal programme was going ahead, The Cabinet Member confirmed that this was in the budget proposals.

Councillor Gilchrist asked if there was any provision in the budget regarding residents parking zones, the Divisional Director reported that arrangements regarding residents parking zones would be reviewed as part of the parking review but in the meantime there is no change to the current process.

Health and Wellbeing Select Committee – 24th January 2018

The Director for Integrated Health & Care Commissioning introduced this item

The Chair asked how many beds had been lost due to the recent care home closures.

The Director for Integrated Health & Care Commissioning replied that over the past 12 – 18 months approximately 110 beds have been lost. She added that there was a significant challenge of staff recruitment and retention being faced by care providers and this is adding to cost pressures and can impact on continuity of care if there is a high turnover of staff. She said that commissioners do work closely with providers.

She informed them that in February the Council is due to publish its draft Market Position Statement and suggested that this draft MPS come to the Committee in March for engagement.

Councillor Tim Ball commented that he was concerned about the proposed reduction in Day Care as he felt it had the potential to miss some people out who might then require additional and more costly needs in later life.

The Director for Integrated Health & Care Commissioning replied that this was a specific savings target to Day Care Services being provided by Virgin Care. Day services had been redesigned to focus more on independent living skills and employment skills. She added that in addition to the day services provided by Virgin Care, day services are commissioned from a wide range of providers, including in the voluntary sector. She added that in addition to the redesign of day services, some efficiencies have been achieved from transport including moving to more flexible, smaller vehicles. She added that this would help address how people access day services.

She said that the redesign would also help to manage the learning disabilities purchased care budget as effective day services help people remain independent for longer and to access employment and meaningful occupation, which helps with general health and wellbeing and resilience.

Councillor Eleanor Jackson stated that the Connections Day Services in Radstock should remain open.

The Director for Integrated Health & Care Commissioning replied that there were no current plans for this facility to close and the reference to longer-term issues with Connections are related to the age of the building, which is not ideal to support the delivery of a modern day service.

Councillor Eleanor Jackson commented that she agreed that there should be a coordinated approach to this work to maximise independence. She said that she was surprised that in terms of re-ablement and across the plan generally that dementia is not referenced.

She said that a lack of residential care was causing a pressure on the Council and called for it to be rigorous through the planning process to have agreed sites built upon.

The Director for Integrated Health & Care Commissioning replied that some common themes were established during the recent Frailty Summit alongside the need to erode organisational boundaries. She said that voluntary and community providers, including, for example, Age UK had offered to be part of a multi-disciplinary approach. There is also an important role for Care Navigators to facilitate the access to information of community services and enable connection with peers for mutual support. An important theme, including from the Your Care Your Way Community Services Review and from the Frailty Summit is tackling loneliness and isolation, not only in older

people or in more rural communities. Younger people and those living in more urban environments can experience loneliness and isolation, which can impact significantly on health and wellbeing.

Councillor Charles Gerrish, Cabinet Member for Finance and Efficiency commented that he was aware that his colleague Councillor Paul Myers, Cabinet Member for Economic and Community Regeneration had held positive meetings with representatives of the third sector regarding their future involvement and looking to do things differently.

Councillor Eleanor Jackson asked what was meant by the term "over-prescription" within the plan.

The Director for Integrated Health & Care Commissioning replied that this term is in the context of carrying out assessments for longer term care in the most appropriate environment, and that was not always within the RUH as this can result in an overly medicalised approach to meeting an individual's needs and that it is generally better to undertake an assessment of someone's ongoing needs either when they have returned home or in an alternative, interim care setting, for example, a "step-down" or "Discharge to Assess" bed.

The Chair asked if there were any further comments in relation to Joint Working.

Councillor Vic Pritchard, Cabinet Member for Adult Care, Health and Wellbeing replied that further integration was planned over this year between the Council and CCG, alongside close working with the three authorities involved in the STP.

The Director for Integrated Health & Care Commissioning added that work was ongoing to establish a single view of Primary Care / Health & Social Care. She said that there was a focus on complex needs, urgent care, prevention of hospitalisation and return to home.

She explained that there was huge potential for benefits and to streamline decision making, although there would be a challenge concerning different staff groups and their respective governance and terms and conditions.

Councillor Charles Gerrish added that the Cabinet have met with the CCG and were due to do so again before the end of this financial year.

The Strategic Director for People & Communities addressed the Select Committee to explain that as well as the Adult Care matters highlighted within the plan by the Director for Integrated Health & Care Commissioning there were also elements referring to Public Health and those that are cross cutting.

Councillor Eleanor Jackson said that the proposal to reduce staff in Public Health can only be seen as a cut.

Councillor Charles Gerrish replied that this was not a Council policy, but as a reduction of funding received from Government.

Following a motion from Councillor Eleanor Jackson the Select Committee **RESOLVED** to note the report and thank officers for their work in preparing the Plan.

Councillors Eleanor Jackson and Tim Ball agreed with this resolution, and also wished to register their regret at the cuts, growth avoidance and efficiencies listed within the Plan.

Children and Young People – 30th January 2018

Councillor Liz Hardman commented that while understanding the pressure on budgets, there doesn't appear to be any evidence of additional funding to deliver particular services. For example, in respect of the Virtual School it says it will have increased responsibilities due to the Children and Social Care Act. Similarly, there is a proposal to set up a B&NES School Standards Board yet the Operational Plan does not indicate that additional resources will be available to support these areas. She asked how growth pressures in the Children and Young People budget are to be met.

The Divisional Director for Safeguarding & Social Care replied that two specific budget areas were due to receive an increase, namely the Looked After Children placement budget and SEND. He added that these were welcome and very positive moves to put the needs of vulnerable children first.

Councillor Paul May commented that although there will be political decisions ahead to be made he felt that the reductions planned would not cause the service significant harm.

The Head of Education Transformation said that the Virtual Head role had increased from its original role of three to four days a week and that there was scope assigned for an additional day due to increased responsibilities of the Children and Social Care Act. She added that some Local Authorities have used Pupil Premium Plus to support this function, B&NES has not as it believes these funds should be used entirely to improve provision and outcomes for looked after children.

Kevin Burnett asked if the Government were aware of the resources required of the Act and had the Council given them a response.

Councillor Charles Gerrish, Cabinet Member for Finance & Efficiency replied that they are aware and that the Council has written to the Government. He added that a reply from Government had not been received.

Kevin Burnett asked what the additional SEND budget would be used for.

The Divisional Director for Safeguarding & Social Care replied that the numbers of pupils with SEND were increasing and this money would improve resources within schools and look to lessen the number of young people that receive provision outside of B&NES. He added that the decision will support an increase of 107 new school and college places for pupils with SEND.

Councillor Paul May added that the decision will also hopefully reduce the impact on young people and their families as well as the costs involved for provision outside of B&NES. He acknowledged that the Council has three good local providers and that at some point a business plan would be brought forward to increase this further.

Kevin Burnett stated that he felt that supportive services are not in place to prevent escalations and that cuts to Educational Psychologists and school support staff will result in a lack of cohesion.

Councillor Lisa O'Brien commented that she was aware of the excellent work of Three Ways Academy. She asked if the three current SEND Academies within B&NES were eligible to receive extra resources.

Councillor Charles Gerrish replied that they were and said that provision of a new classroom for Three Ways would be established following an agreement to use land adjacent to their current site which is owned by the Wellsway Academy Trust.

Councillor Michelle O'Doherty asked if the Review/Restructure of the Disabled Care Team (Adults and Children) would result in a better service or was it being driven by cuts in funding.

The Divisional Director for Safeguarding & Social Care replied that he believed that it would be a better service as it would see a joining of Adult and Children services to provide a through service which would aid the 'transition' stage.

Kevin Burnett asked if it were wise to cut support for the Director of Public Health Award in schools.

The Divisional Director for Safeguarding & Social Care replied that there is no intention to reduce the work that sits behind the award, it is just that the direct involvement is costly.

The Head of Education Transformation added that all schools will have access to resources and guidance previously part of the DPH Award to help them with providing good advice to children on health and wellbeing.

Councillor Lisa O'Brien asked would the statutory work of the Educational Psychology Service be affected by the current proposals.

The Divisional Director for Safeguarding & Social Care replied that statutory work would not be jeopardised and the proposal is to attempt to increase income from traded work.

Councillor Lisa O'Brien commented that as the Short Breaks for Disabled Children provide a lifeline for so many she would not want to see any reductions to this service.

The Divisional Director for Safeguarding & Social Care acknowledged the important role of this service and said that the savings were to be addressed through its recommissioning.

Councillor Liz Hardman asked how deliverable are the savings relating to Youth Connect Services and do cuts of this scale run the risk of generating further problems later on.

Councillor Paul May replied that this element was approved last year. He added that he and officers were working with staff to set up a new venture to provide services to the community.

Councillor Liz Hardman said that the Council did not have a good track record of embarking on Social Enterprises and that a drive was required for this to happen.

The Divisional Director for Safeguarding & Social Care said that he believed that a drive does exist in this case and there would be a positive benefit if successful for the service to trade and grow.

Councillor Lisa O'Brien commented that there is a need for valuable outreach work to continue.

The Chair asked how far along are the plans for Children's Services Collaboration with another Local Authority and which local authorities are we proposing to collaborate with.

The Divisional Director for Safeguarding & Social Care replied that it was about determining which aspects of service delivery can be aligned, for example Youth Offending which is a small service. He added that in terms of collaboration they would look to match with councils of a similar demographic and geography.

Councillor Michelle O'Doherty asked would the Council still have sufficient capacity to support the maintained schools that have not joined a MAT.

The Head of Education Transformation replied that it does, especially in terms of our School Improvement duty to monitor standards and intervene in schools causing concern. She added that they also signpost schools to high quality provision that they can purchase from Teaching Schools, other Traded Services and promote the benefits of school to school support.

Kevin Burnett asked does an increase to charges to parents risk reducing access to the Music Service to children from lower income families whose parents may not be eligible for support from elsewhere.

The Head of Education Transformation replied that the service to children from lower income families is a key criteria of the Arts Council grant. She added that B&NES and South Gloucestershire are collaborating on how they can work more closely to reduce costs where possible. She stated that she agreed that the ability to access music is an important part of a rounded school life.

Councillor Liz Hardman asked how cutting Education Welfare to the minimum, prosecutions only, be reconciled with the reports elsewhere on this agenda.

The Divisional Director for Safeguarding & Social Care replied that an above statutory service is provided currently and that the change would see a statutory one remain. He added that there was a role for Ofsted and the Regional Schools Commissioner to play regarding this issue.

Councillor Paul May said that he would like to thank Councillor Gerrish for his role throughout the Operational Plan / Budget process.

The Panel **RESOLVED** that at this stage, aside from comments made during debate, there were no specific areas of feedback that they would like to refer to the relevant Cabinet Member for further consideration as part of the operational planning and budget development process.

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Bath & North East Somerset Council	
MEETING:	Resources Policy Development & Scrutiny Panel
MEETING DATE:	5th February 2018
TITLE:	Bath and North East Somerset Council Operational Plan 2018-19
WARD:	All
AN OPEN PUBLIC ITEM	
<p>List of attachments to this report:</p> <p>B&NES Council Operational Plan 2018-19</p> <ul style="list-style-type: none"> • Appendix 1 - Revenue Budget Savings Proposals • Appendix 2 - Capital Programme – New and Emerging Items 	

1 THE ISSUE

- 1.1 This report presents the Council's Operational Plan to the Panel for consideration and feedback as part of the Council's operational planning and budget development process.

2 RECOMMENDATION

The Panel is asked to;

- 2.1 Comment on the draft Operational Plan and;
- 2.2 Identify any areas of feedback the panel would like to refer to the relevant Portfolio holders and Cabinet for further consideration as part of the operational planning and budget development process.
- 2.3 Note that its main focus should be on services within its own remit as the other PDS panels have considered services that fit with their individual terms of reference.

3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 3.1 The resource implications are contained within the draft Operational Plan and its appendices.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 This report sets out the framework for the operational planning and budget processes which lead up to the statutory and legal requirement for the Council to set a balanced budget in February 2018.
- 4.2 Proportionate equality analysis is being carried out on the proposals within the Operational Plan by the Council's Communities Team. The initial analysis is attached as an appendix to the main budget report.

5 THE REPORT

- 5.1 This Operational Plan forms an important part of Bath and North East Somerset Council's strategic planning framework. The plan translates the Council's overarching Corporate Strategy and vision for the future into a more detailed operational plan, setting out the key activities and projects that the Council plans to deliver to achieve this.
- 5.2 In previous years, plans have been structured through the Council's three Directorates. However, the Council faces unprecedented pressure and has been working on a cross-Council transformation programme to help manage its funding gap and transform the way in which it operates. The plan for this year reflects this and brings together the proposals into a single Operational Plan for 2018-2019.
- 5.3 It has a 2 year focus, aligned with the budget planning process, although it will reference the Council's longer term (years 3 – 5) direction of travel.
- 5.4 The plan is structured by Cabinet Portfolios in line with the budget structure and identifies the key changes in service delivery over 2018-19 and 2019-20 where appropriate. It also outlines the individual budget proposals.
- 5.5 The plan contains a greater level of detail for the coming year. The detail for the following years will continue to develop as Council policy evolves and the plan will be updated annually. This edition of the plan will be considered by Policy Development and Scrutiny Panels in January 2018, having been developed on behalf of the Cabinet, and will inform the 2018/19 budget setting process.

January PDS process

- 5.6 During January 2018, the draft Operational Plan has been presented to each of the Policy Development and Scrutiny (PDS) Panels. Panels should only concentrate on the parts of the plan relevant to their own remit.
- 5.7 The Panel is asked to consider the implications of the draft Operational Plan for its own services – those referred to below - and make recommendations to the relevant portfolio holders and Cabinet. Where the panel wishes to either increase expenditure or reduce savings targets, alternatives should be proposed.
- 5.8 The key change proposals contained within the Operational Plan have been structured by the Cabinet Portfolio areas. At the meeting, the relevant lead will highlight those aspects of the plan that are directly relevant to the panel. The table below maps the remit of this panel to the related Portfolio area(s):

Resources Panel PDS remit	Cabinet Portfolio
<ul style="list-style-type: none"> • Customer Services including Revenues & Benefits and Council Connect • Strategy and Performance including, Public Sector Partnerships • Change Programme 	Transformation and Customer Services
<ul style="list-style-type: none"> • Risk and assurance • ICT • Procurement • Property • Finance 	Finance and Efficiency
<ul style="list-style-type: none"> • Equalities • Legal and democratic services 	Leader

Next steps

5.9 Cabinet will consider the feedback received and prepare the Operational Plan for final consideration and agreement at Cabinet and recommend a budget to the February meeting of Council. The plan will be effective once a balanced budget has been agreed.

6 RATIONALE

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

6.2 The attached Operational Plan sets out the context and process for the Council's operational planning and budget development.

7 OTHER OPTIONS CONSIDERED

7.1 The Operational Plan set out a package of options that reflect the Council's overarching vision and Corporate Strategy.

8 CONSULTATION

8.1 Council meetings have been held with officers and cabinet members during the development of this Operational Plan. A number of Area Forum meetings and a meeting with the Third Sector Group were also held during November and December in order to give partners, stakeholders and members of the public the opportunity to hear more about the budget challenge facing us, express views on potential impacts and local priorities and raise ideas and questions.

8.2 A short animation with information about the budget process has been developed and publicised online in order to raise awareness and communicate key messages: https://www.youtube.com/watch?v=teev4Wdzu_w

8.3 A programme of engagement with staff affected will be developed and undertaken as appropriate.

9 RISK MANAGEMENT

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

Contact person	<i>Andrew Pate, Strategic Director Resources</i>
Background papers	<i>List here any background papers not included with this report, and where/how they are available for inspection.</i>
Please contact the report author if you need to access this report in an alternative format	

Bath and North East Somerset Council Operational Plan 2018-2019

INTRODUCTION

This plan forms an important part of Bath and North East Somerset Council’s strategic planning and budget framework.

It translates the Council’s overarching Corporate Strategy and vision for the future into a more detailed operational plan, setting out the key activities and projects that the Council plans to deliver to achieve this. The Operational Plan builds upon the previously published plans of the Council.

It has a two year focus, aligned with the budget planning process, although it will reference the Council’s longer term (years 3 – 5) direction of travel.

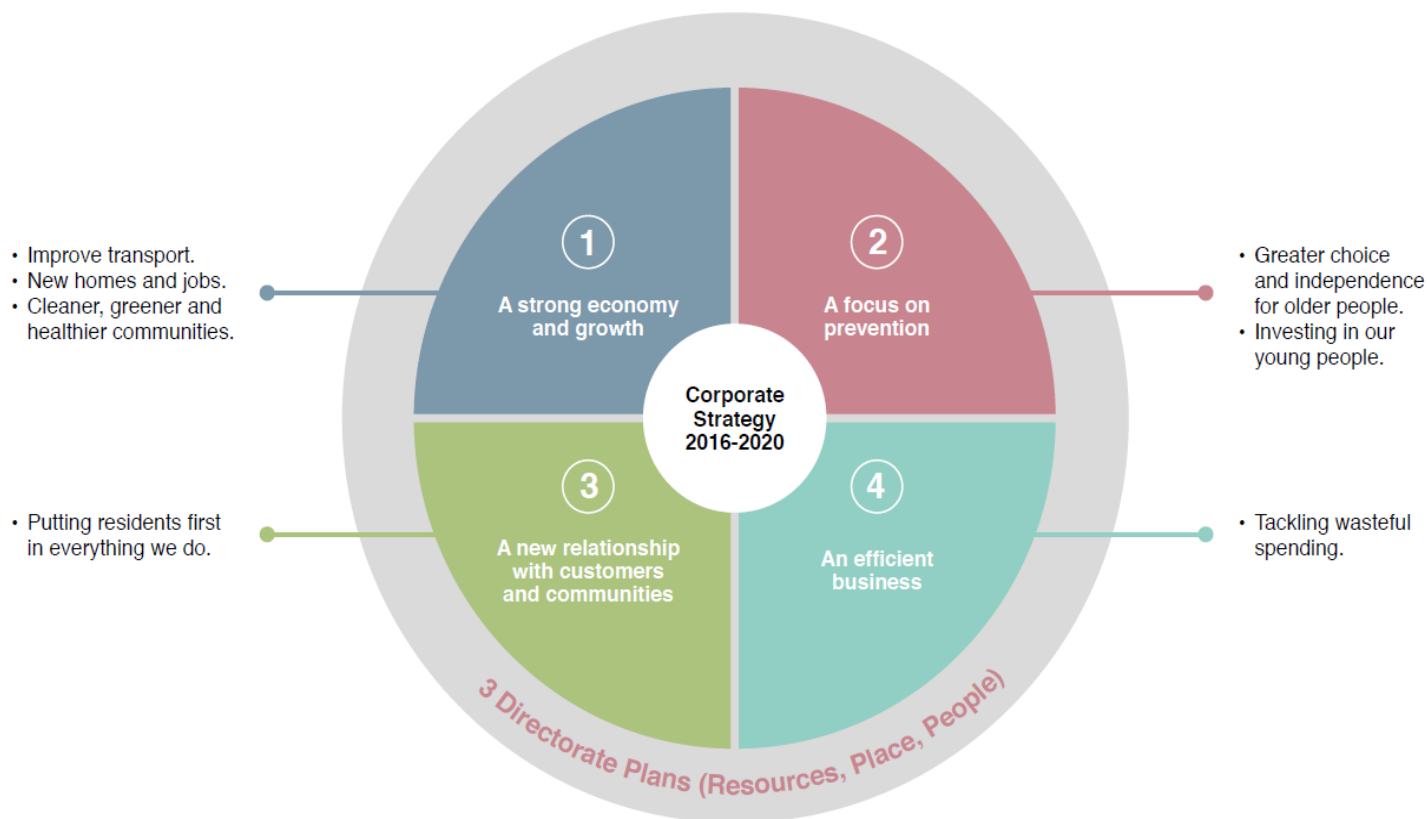
In previous years, we have structured our plans through the Council’s three Directorates. However, we have been working on a cross-Council transformation programme to help manage our funding gap and transform the way in which we operate recognising the unprecedented pressures we face. Our plan for this year reflects this and brings together our plans into a single Operational Plan for 2018-2019.

The plan contains a greater level of detail for the coming year. The detail for the following years will continue to develop as Council policy evolves and the plan will be updated annually. This edition of the plan will be considered by Policy Development and Scrutiny Panels in January 2018, having been developed on behalf of the Cabinet, and will inform the 2018/19 budget setting process.

Part 1 – Corporate Overview
- Changing together
- The changing role of the council
- Financial context
- Pressures and challenges
- What have we already done to help?
- What we plan to do now
Part 2 – Operational Plan
- Council overview
- Key change proposals
Part 3 – Delivery of the Plan
- Corporate risk management
- Performance management
Appendix One - Revenue Budget Savings and Income Generation Proposals
Appendix Two - Capital Programme – New/Emerging Items

PART ONE – CORPORATE OVERVIEW

The Corporate Strategy 2016-2020 is the overarching strategic plan which sets out the Council's direction of travel. It outlines four key areas of focus which drive the work of the Council:



A full copy of this plan can be found online here:

http://www.bathnes.gov.uk/sites/default/files/bnes_corporate_strategy_2016-2020.pdf

The Council has been working hard on delivering this Strategy. Despite this, the landscape for public services has continued to change and, like every other council in the country, we are facing unprecedented challenges that leave us no choice but to examine our role and change the way we do things. This is due to increased demand, particularly in social care, at a time when funding is reducing.

The section below sets out the changing context in which we need to consider our Corporate Strategy over the coming years. It outlines our ongoing work to develop as an organisation so that we can meet challenges and continue to delivery our priorities and services.

Changing Together

Our funding gap to 2020 is currently £58 million (£9 million more than last years projection), requiring us to find an extra £16m of savings by 2020 to close the gap. Given the savings we have already made in recent years, finding further efficiencies will require some difficult decisions.

In addition, it's predicted that if we don't take action now to manage demand into the future, the gap between the money we have to spend and the services we need to pay for, will continue to rise to £76 million by 2023 - leading to even tougher choices.

We have established a Changing Together programme to look carefully at the Council's role in a fast-changing world – and how we can deliver the savings required while continuing to protect our most vulnerable residents. The programme also provides a framework for working with staff and our communities to establish what services should take priority (and what we can do less off), and how communities can help to manage demand.

The changing role of the Council

To keep pace with increased demand, rising costs and reduced funding, we have no option but to change the way we do things.

It's clear to us that we can no longer be a universal provider of all services and that we'll need to become a smaller organisation – prioritising what services we deliver, delivering fewer services, working more closely with others, and commissioning others to deliver more services on our behalf (we already commission organisations such as Curo to run social housing and Virgin Care to deliver adult social services).

Despite this, we will continue to deliver high-quality statutory services, e.g. library services, social care and air quality management, and put the needs of our most vulnerable adults, children and families first.

In addition, we will continue to invest in important local priorities such as waste collection and cleansing, transport improvements, leisure centres and economic growth – ensuring Bath and North East Somerset remains a great place to live and work.

Financial context

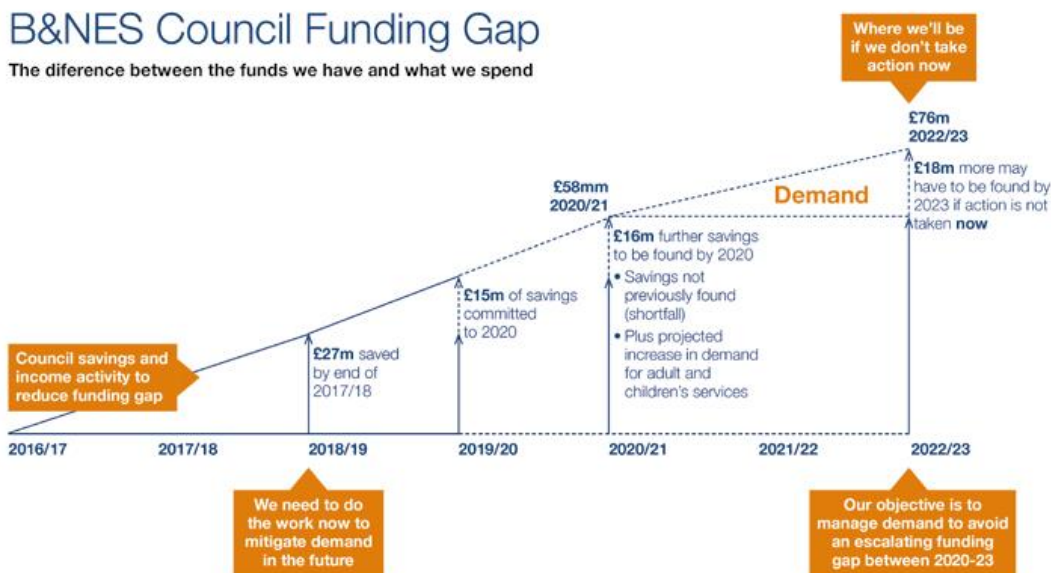
As part of the drive to tackle the national debt, all Councils are receiving progressively less grant funding from central Government each year.

By 2020, Revenue Support Grants of £21 million per annum will have dropped to zero, with the intention that local authorities replace these grants with income from business rates, specific grants, the New Homes Bonus and increased commercial activity. This is in addition to running services more efficiently and embracing new technology to save money.

So far, we have risen to the challenge, and we are judged to be a good local authority. For example, through efficiencies and new income streams, we have saved £77 million since 2010 including £27m between 2016 and 2018. On top of this, £15 million of savings are in the pipeline to 2020. All this has been done with minimal impact on frontline services.

B&NES Council Funding Gap

The difference between the funds we have and what we spend



Unfortunately, additional external pressures and challenges (outlined below) means that demand continues to outstrip available funding, leading to a growing funding gap.

Last year, the difference between our projected funds and what we were required to spend was £49 million to 2020. This has now grown to £58 million, which means an additional £16 million of savings (on top of the £27m already made, and the £15m in the pipeline) now needs to be found by 2020.

Importantly, if we don't find ways to manage growing demand in the future, our funding gap is set to rise to £76 million by 2023.

Our challenge for change

1. We need to find new ways of working and prioritise the services we deliver in order to make the necessary savings while protecting our most vulnerable.
2. We must find better ways to work with residents, partners, voluntary organisations and parishes to help manage demand into the future, particularly for social care.
3. We need to become self-funding through increased commercial activity, winning more Government grants, and by growing and investing in our local economy (more homes, offices and jobs).

For more detailed information on the Council's Financial Strategy, please read the Medium Term Financial Strategy 2018/19-2022/23 which can be found online here:

<https://democracy.bathnes.gov.uk/documents/s48394/E3003z%20MTFSfinal.pdf>

PRESSURES AND CHALLENGES

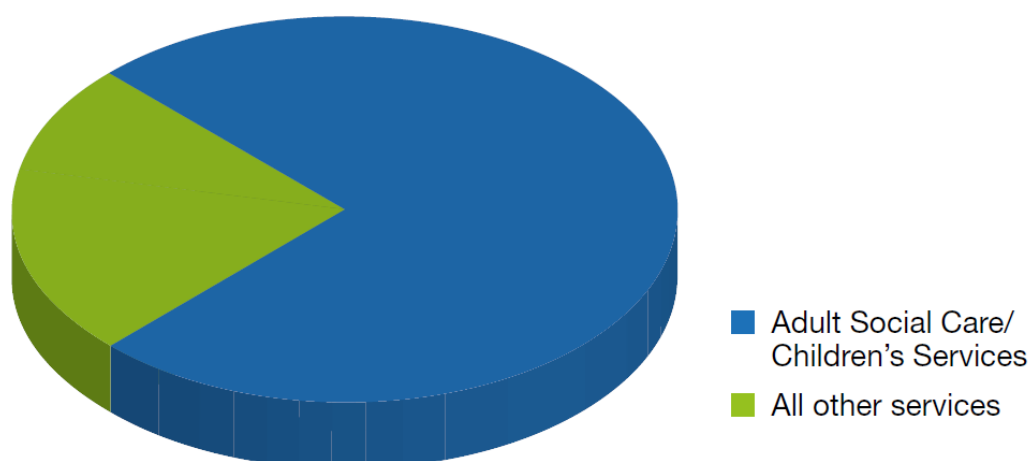
A fast-changing social and economic landscape means that we are seeing increased demand for services and growing expectations of the Council at a time when there's less money and fewer resources to help. We are not alone – all Councils in the country are facing similar pressures, particularly if they deliver social care.

Rising cost and demand for social care

Social care provided by Councils is a broad term that covers everything from children's social workers and fostering through to services for disabled adults and the care provided to people in their old age. We have invested in and improved the efficiency and effectiveness of social care services for adults and young people. In future, we will continue to prioritise caring for our most vulnerable residents.

However, it's important to understand the impact of rising costs and growing demand in this area. Social care services already account for almost 75 pence out of every pound we spend. By next year (2018/19) we forecast that this will rise to 80 pence in every pound (net).

Prioritising these services means that all of our other services need to be funded from what's left - requiring some really tough decisions on where our money is best spent.



Why is the cost of care rising?

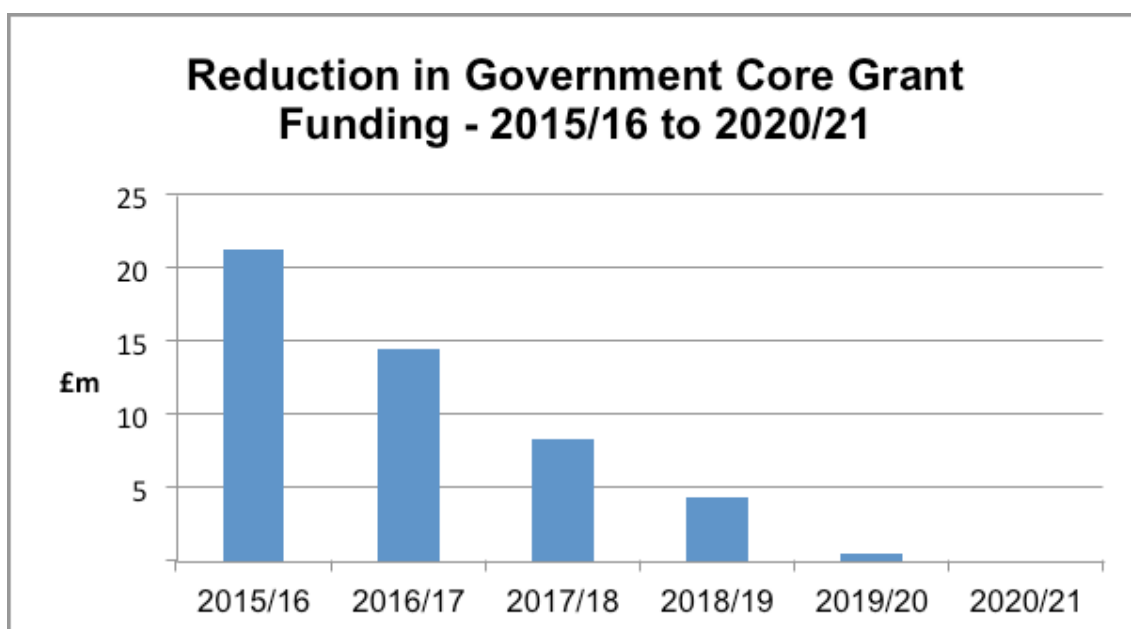
- More people are living longer with complex conditions, which is costly
- More children and young people are living with complex care and educational needs – an individual care package can cost up to £250,000
- Recent care home closures have pushed up local costs
- There are 14% more children in our care than last year
- We are paying a fair price for care to secure good quality sustainable services
- The national living wage is rising faster than inflation, which has a big impact on highly staffed services such as social care
- We have more responsibility for children with special educational needs and disabilities (SEND)
- The number of SEND statements rose from 692 to 1062 between 2014-2017

- Our most vulnerable families are becoming more vulnerable, and inequality within the area is rising
- More families are struggling with low income and requiring additional support with care or accommodation

Reduced funding and increased reliance on business rates

The steady reduction and loss of central Government’s Revenue Support Grant from 2020 (previously contributing over £20 million per year to help fund services) means the Council is under increasing pressure to become self-funding by bringing in investments, raising money through commercial activity, and securing funds through the New Homes Bonus and increased business rates.

However, success in the future relies upon a healthy local and national economy, which we can’t always control. It means a growing role for the Council investing in and securing a resilient local economy with new homes, offices and jobs. It also means we need to maximise Government funding via successful bids for specific projects and schemes.



Inflation and national living wage

We are conscious that any rise in inflation and the national living wage will push up everyone’s costs. Because we spend millions each year, even a small percentage rise in line with inflation would impact significantly on our budget – effectively wiping out some of the efficiencies and savings we have already made.

Rising maintenance costs

It’s not only the costs of care that’s rising. We are facing higher costs for disposing of landfill and maintaining our roads. To help, we have invested in new waste collection across the area that encourages people to recycle more. This is because every lorry load of waste costs us £1000, and every lorry load of recycled waste earns us £100.

Air quality improvements

Air quality still exceeds acceptable levels in some parts of Bath, and we have a statutory duty to improve this situation by securing funding and putting in place the necessary measures. The long-term benefit is an improvement in the health and wellbeing of residents, relieving pressures in health and social care.

Loss of economies of scale to support children with SEND

Schools are funded separately via a dedicated grant given to the Council to administer. As more schools convert to academies, the grant is progressively reduced. However, our responsibility towards children and parents has not reduced, and we remain responsible for supporting the growing number of children registered with special educational needs and disabilities, despite losing many economies of scale.

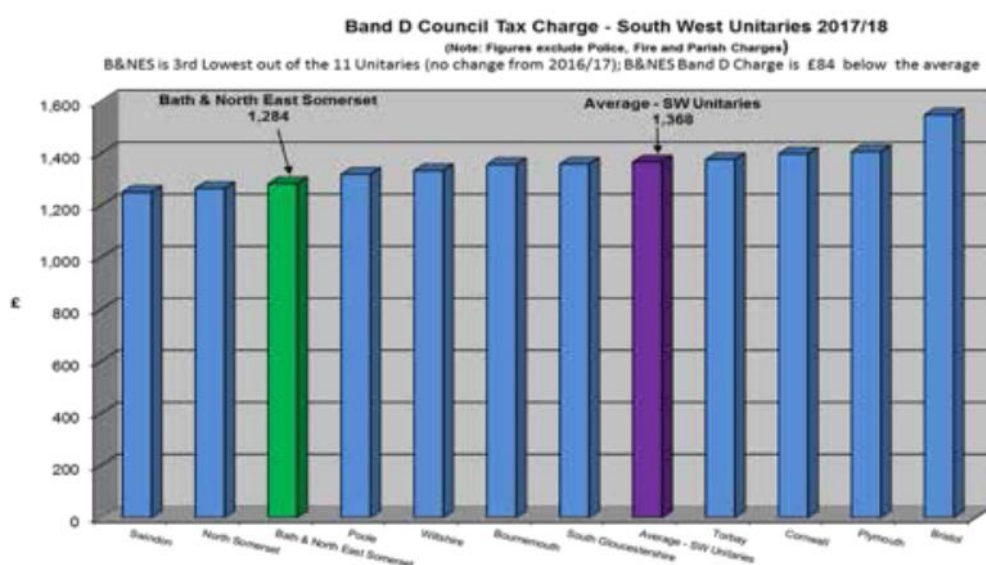
WHAT HAVE WE ALREADY DONE TO HELP?

In 2015 we started a rigorous review of spending aimed at cutting waste and increasing efficiency. We've also been growing our income opportunities by investing in property, housing and the economy and capitalising on Bath's heritage and tourism assets - activities that will become even more important in the coming years.

We have already saved £27 million (to 2018)

Since 2016 we have saved £27 million primarily through re-designing services, social care efficiencies, reducing our estate, and improving our technology and capital financing arrangements.

This work has had minimal impact on front line services, and we continue to be regarded as a good authority by independent inspectors. We have also kept Council Tax as one of the lowest in the South West.



£15m of additional savings are in the pipeline

In addition to the £27 million already saved to 2018, we have committed further savings of £15 million to 2020. This includes:

- Moving to 'Digital by Choice' Customer Services (£2.8m)
- Further reviewing management arrangements (£600 K)
- Increasing income from our commercial estate (950K)
- Further public transport efficiencies (£1.1m)
- Restructuring our Youth Connect Services (£500K)
- Managing increasing demand for Adult Care through new commissioning arrangements (£2m)
- Completing our Modern Libraries Programme (£800K)

We are investing in our economy and infrastructure

Key development projects such as Bath Quays and the regeneration of the Somer Valley Enterprise Zone' are bringing new offices and homes to the area, generating extra income from Council Tax and Business Rates, and providing more opportunities and jobs for local people. In addition, the New Home Bonus (a grant paid by central government to reflect and incentivise housing growth) has brought in £2m that we can spend on frontline services that really matter to people.

'Invest to save' opportunities

Some projects require us to borrow and invest significant funds in the short term so that they're sustainable, relevant and affordable into the future. The money saved (and income generated) over the longer term means that these investment projects make financial sense.

- We have combined our Library and One Stop Shop in Keynsham and have plans to combine these services in both Bath and Midsomer Norton. Along with investment in our community libraries, this work will save £800,000 a year from 2020 and ensure the survival of our libraries.
- New leisure facilities for Bath and Keynsham are an investment in health that will help to reduce care costs in the future. The additional income from the improved facilities will eventually cover the costs.
- New waste services are designed to encourage more recycling, reduce landfill waste and contain our costs as landfill taxes rise. While a lorry load of regular waste costs us £1,000, we earn £100 for every load of recyclable waste. 75% of people's household waste is recyclable.

Good track record winning grants

We have a good track record of winning bids for Government grants that attract investment into the area and raise money which help to fund projects that people care about.

Recent examples include:

- Up to £30m to support the Bath Quays and Somer Valley Enterprise Zone – helping to create up to 2,500 local jobs at Bath Quays and c.400 jobs in the Somer Valley
- £1.1m a year Disabled Facilities Grants
- £3.5m to support affordable homes
- £7m of highway and transport improvement, including £2m to resurface Keynsham Bypass
- A share in a £200m scheme to bring superfast Broadband to Bath and North East Somerset
- Being chosen to pilot a scheme aimed at supporting new industries, creating jobs and stimulating investment in the local economy
- £18.3m for new and expanded primary school provision.

Secured Investment from WECA

Our decision to support an elected regional Mayor for the West of England and become part of the West of England Combined Authority (WECA) with South Gloucestershire and Bristol Council means that we are benefiting from a share of £1 billion investment in adult skills development and transport infrastructure, including major roads and rail networks, as well as cycling and walking routes.

WECA benefits

- A share of £3.9m to help improve the skills of up to 3,000 adults
- £75,000 to progress the Safer Routes to Schools Scheme
- £400K towards improvements to the A39/B3116 'Two Headed Man' junction
- £40K towards improving cycle networks, including employer grants to encourage cycling to work
- Investment to support the University of Bath to establish a new Institute for Advanced Automotive Propulsion Systems
- Funds to develop the schemes at Freezing Hill and Hicksgate

We have become more self sufficient

We are capitalising on Bath's heritage assets and tourist attractions, as well as raising significant income from our commercial property and services.

Finding more ways to raise income from these activities will become increasingly important in the coming years. These are just some examples:

- ADL Development – our property development arm buys unused council property, refurbishes it and puts it back on the market. Its sale or rental income is then ploughed back into Council services. ADL will make considerable financial contributions towards the Council budget in future years
- Income from our commercial estate. In 2017/18 it is anticipated that we would generate an extra £2.19m more than 2016/17.*
- Heritage services – our museums and galleries generate significant funds for the Council. The Roman Baths is the second most profitable museum in the country, in 2017/18 it is anticipated that this would deliver an extra £1.52m more than 2016/17.*
- Film office – we run a location-hire service that charges reasonable fees to film in and around the city.

**These figures are based on estimates in the budget monitor as at October 2017.*

We are still delivering and improving good services

Despite recent efficiencies and the pressures we face, we are still providing:

- Outstanding fostering and adoption services
- Good Child Protection services - Ofsted 2017
- Some of the best schools in the South West
- 4 Green Flag parks and open spaces
- Exceptional award-winning tourist attractions
- Silver standard for our homelessness services
- Transport infrastructure improvements
- One of the lowest Council Tax in the South West.

Some recent achievements

- Our rehabilitation services have helped 9 out of every 10 older people leaving hospital to still be at home three months later.
- 193 new affordable homes have been built in 2016/17 (Affordable homes comprise homes to both rent and for low cost home ownership)
- 65% of people are happy with the way the Council runs things (Voicebox Survey)
- The percentage of 16-19 year olds 'not in education, employment or training' has dropped to 3% compared to 3.8% in 2015/16.
- 86% of families on the Connecting Families programme or with Children's Centres had a positive Employment or Training outcome in 2016/17.
- 95% of local families get their preferred primary school places.
- Over £750k has been allocated in 2017/18 for improving school classrooms.
- Opened two new primary schools as part of the academies free school programme as well secured a further two through development agreements.
- A proportion of a £255m national fund from the Government to help improve air quality will be allocated to the Council.
- A £92,000 Community Empowerment Fund will support local communities and parishes as they take on a greater role in the provision of local services.

WHAT WE PLAN TO DO NOW

Despite all of this work, the funding gap continues to grow.

If we are to live within our means, a further £31 million of savings must be delivered by 2020. It's not going to be easy, because by 2020, 80 pence in every £1 we spend will go on delivering adult and children's services and this remains a priority for the Council.

What's clear is that we will need to become a smaller organisation. We can no longer be a universal provider of all services. We'll need to commission more services with others, and work closer with our communities and parishes to provide appropriate services and help manage demand.

We'll work closely with our staff and communities to prioritise what services we continue to deliver, what we can do less of and what we can stop doing altogether. We'll also restructure the organisation, make staff savings and find more organisational efficiencies where possible – listening to and engaging with staff throughout.

There is also important work to be done in pressing the Government for change - presenting solutions that would help to ease the challenges that we face.

The Changing Together programme will manage the collective response and the process of creating a smaller, more agile and resilient organisation that's better placed to deal with increasing demographic pressures, service demands and reduced central funding.

Our proposals

These proposals will evolve as we engage with staff and communities on ideas and priorities over the next 12 months.

Restructuring

We are developing proposals around:

- Reducing staff by 300 FTE (out of 2,000 FTE)
- Revising/reducing management structures in an effort to reduce this number
- Further reductions to office accommodation
- Integrating and streamlining back-office functions
- Harnessing better use of technology and online functions

Prioritising services

We will explore and seek opinion on:

- What we can do less of, or not at all
- Services that could be delivered more efficiently by other agencies on our behalf
- Services that could be delivered directly by the market
- How the community can play an increasing part in delivering services
- Whether services could be re-designed to be cheaper/more efficient
- Creative ways to raise more income through commercial activity
- Maximising available grants and funding e.g. WECA funding, Government grants

The detailed savings proposals are outlined at Appendix One. If all the savings plans are approved they will deliver £26.2m of the £31m required with the remaining savings target to be identified as part of the 2019/20 budget process.

A new approach for capital bids was proposed within the Medium Term Financial Strategy to ensure that the Council's highest priorities were met as well as minimising the overall impact on the budget. New and emerging capital bids are attached at Appendix Two. Emerging bids for WECA funding and other Government funding such the Housing Infrastructure Fund (HIF) will be added to the capital programme if the bid is successful and the funding is confirmed.

Pressing Government for change

We are asking the Government directly – and through the LGA - to recognise the challenges we face and the solutions that might help. We have identified 20 key areas where a shift in approach or legislation could help us address pressures or mitigate additional future costs. We have highlighted four areas that we think are of particular concern to local people.

- Council funding for student households

Students are exempt from paying Council Tax but Councils are no longer compensated for this loss of income. As students in B&NES account for almost a quarter of all residents, this compensation would be worth over £3m in additional Council Tax income.

We are also unable to charge Business Rates on student accommodation, which is often run by profitable businesses. No direct funds are therefore available to cover the costs of Council services used by the increasing student population. The universities themselves are large successful businesses that pay relatively little business rates in comparison to their size, scale and the Council services they consume. While we welcome universities, we would like to ensure they make a fair contribution towards the city.

- Ability to introduce a Local Tourism Levy

Visitors are important to our economy, but they also impact upon Council resources and services with around 5.8 million visitors every year. If a Local Tourism Levy was introduced, it would help. For examples, a £1 nightly surcharge per room would not affect tourism, but would bring in around £2.4m each year to be reinvested into the local area to help maintain over 5000 listed assets and support the public realm, arts and culture.

- Special Education Needs and Disabilities (SEND)

While we welcome the SEND reforms, we now face a significant increase in workload and support costs as a result. The Council will be asking the Government to transfer additional money to fund this important area.

- Removal of non-domestic rate exemption for listed buildings

This would not require a significant change in law and would enable us to bill for rates on empty, listed properties. We are currently missing out on £2.42m per year due to this exemption. This is income that could be used to provide services.

Working with communities to manage demand

Increasing demand for services – particularly social care but also in other areas – is placing unprecedented pressure the Council.

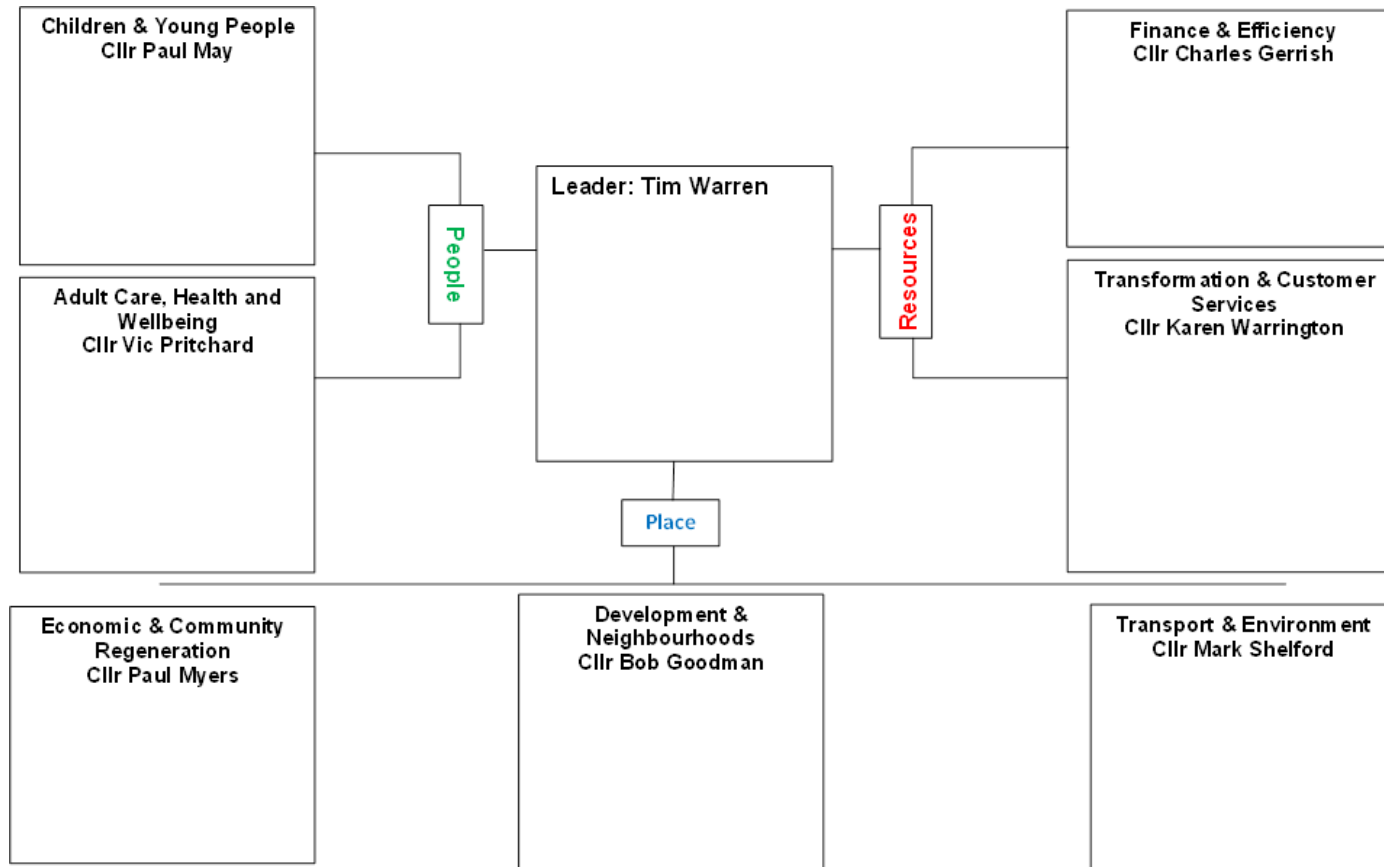
We think there are four areas where individuals and communities can help to manage demand in the future and make our money go further.

- Working Together
Increased collaboration between the Council and local communities, parish councils, partners and voluntary organisations will become increasingly important.
- Staying well
Looking after your health by exercising and eating well increases your chances of staying well for longer – reducing the pressure on care services in the future. Together with our health partners we are delivering a lot of programmes to help.
- Helping out
Doing your bit in your community is a great way to help reduce demand and can bring personal benefit too. Examples are: recycling more, becoming a snow warden, volunteer driving, helping in day centres, litter picking and helping elderly neighbours and friends.
- Doing more online
Doing more online and helping others to do more online will help us to save money and run more efficiently. You can register online to do things like pay your Council Tax and report issues.

PART TWO – OPERATIONAL PLAN

Council overview

The Council's Cabinet comprises the Leader and 7 Cabinet Members who each have a portfolio of responsibilities:



Key Change Proposals

Summarised below are the key changes that the Council is proposing, structured by the Cabinet Portfolio areas. The plan is focused primarily over the next two years. However, it contains a greater level of detail for the coming year and will be updated annually as Council policy evolves.

The plan doesn't intend to capture every activity that the Council carries out but focuses of the key changes over the coming years and highlights key projects that will help us to achieve our vision for the future.

LEADER				
Title	Summary	Lead Division	Timescales	Year
Review of polling districts and polling places	The Local Government Boundary Commission for England is completing a review of the electoral wards. Subject to parliamentary scrutiny, the new electoral arrangements will come into force at the local elections in 2019. These changes mean the council has to carry out a review of its polling districts under section 18C of the Representation of the People Act 1983.	Legal and Democratic Services	<ul style="list-style-type: none"> • Scope of review agreed – April 2018 • Consultation – Summer 2018 • New model agreed – Winter 2018 	2018/19
Local elections for Council and Parish Council	Preparation for local elections in May 2019.	Legal and Democratic Services	<ul style="list-style-type: none"> • Preparation started December 2017 	2018/20
West of England Combined Authority	Continuing negotiations with WECA on West of England issues.	Legal and Democratic Services	<ul style="list-style-type: none"> • On-going 	

TRANSFORMATION AND CUSTOMER SERVICES

Title	Summary	Lead Division	Timescales	Year
Consolidation of performance and intelligence functions	Review and restructure of those conducting performance management, analysis, research and data reporting activity across all Council services.	Strategy and Performance	<ul style="list-style-type: none"> • Scope agreed – April 2018 • Proposals agreed – Summer 2018 • New model delivered – April 2019 	2019/20
Consolidation of marketing and communication functions	Review and restructure of those conducting marketing and communications activity across all Council services.	Strategy and Performance	<ul style="list-style-type: none"> • Scope agreed – April 2018 • Proposals agreed – Summer 2018 • New model delivered – April 2019 	2019/20
Modern Libraries Review	Integration of library and customer advice services together with community led approach to local branch libraries. The review is being phased to enable proper consultation, local engagement and decision making at each stage.	Customer Services	<ul style="list-style-type: none"> • Design and engagement work Bath central library – now until Summer 2018 • Midsomer Norton library and OSS complete - Summer 2018 • Engagement with local communities now and throughout 2018 • Radstock healthy living centre Summer 2019 • Integrated and improved OSS and library facility at Bath Podium 2019 • Other community-led solutions according phased over 2018 and early 2019 	2018/19

TRANSPORT AND ENVIRONMENT

Title	Summary	Lead Division	Timescales	Year
Transport strategies	Development of delivery plans to achieve the Councils strategic transport polices and procurement of new Highways Maintenance contract.	Highways and Traffic	<ul style="list-style-type: none"> • Produce key documents for Getting around Bath, Somer Valley and Keynsham. Consult prior to implementation. • Prepare draft highways contract and issue tender document 	2018/19 2018/19
Highways and Transport Capital Programme	Completion of delivery of the 2018/19 Highways and Transport Capital programme.	Highways and Traffic	<ul style="list-style-type: none"> • Develop a plan of schemes to include WECA projects - 2018 • Monitor, drive and project manage timely delivery - 2018 ongoing 	2018/19
Alleviation of congestion to the East of Bath	Development of a set of mitigations to achieve equivalent benefits to a P&R to the east of Bath	Highways and Traffic	<ul style="list-style-type: none"> • Development of full business case to submit to WECA for funding - 2018 	2018/19
Parking Strategy	Adoption of a Parking Strategy which takes into account strategic aims.	Transport and Parking Services	<ul style="list-style-type: none"> • Complete public consultation on Strategy and adopt - Spring 2018 • Review parking charges and develop a range of options for Member consideration - Spring 2018 • Implement the new parking charges following statutory processes - June 2018 	2018/19
'Getting from A- B', Strategic Review for Transport	Continued delivery of the 'Getting from A- B' Strategic Review for Transport. Savings achieved, new ways of working embedded within services and new relationship with suppliers established.	Transport and Parking Services	<ul style="list-style-type: none"> • Savings target of £1.938m over a 4 year period – March 2020 	2018/19 ongoing
Air Quality (AQ)	Development of a national AQ Plan for Bath. Delivery of a feasibility study and business case outlining measures to achieve compliance with the national air quality objective for nitrogen dioxide. Linked to the Bath Air Quality Action Plan and potential introduction of two new Air Quality Management Areas (AQMA's)	Public Protection & Health Improvement	<ul style="list-style-type: none"> • Strategic Outline Business Case – Spring 2018 • Final Implementation Plan - end Dec 2018 • Declare the AQMAs Spring 2018 and action plans - November 2018 	2018/19

CHILDREN AND YOUNG PEOPLE

Title	Summary	Lead Division	Timescales	Year
Children's Social Care and SEND Improvement	Implement a programme of improvements to children's social care and SEND services in response to Ofsted inspection and other drivers including demand pressures, working in collaboration with key partners, to ensure we deliver good or better services while mitigating financial pressure on the Council.	Children, Young People & Families	<ul style="list-style-type: none"> • Ongoing action plans 	2018/19 – 2019/20
Youth Connect redesign	Redesign of Youth Connect services – aiming to achieve this through enabling local community groups to develop the additional capacity in key areas that will offer supplementary services for young people and exploring the potential to develop a staff mutual.	Children, Young People & Families	<ul style="list-style-type: none"> • Proposals to be confirmed Q1 2018/19 and implemented at the end of Q2. 	2018/19
Remodelling of Education services	Remodelling the Local Authority role in education services to reflect the changing legislative and educational landscape, with a growing majority of pupils taught in academy schools – ensuring that remaining statutory functions are covered as efficiently as possible.	Education Transformation	<ul style="list-style-type: none"> • Detailed proposals to be confirmed in early 2018 for phased implementation 	2018/19 – 2019/20
Service redesign and efficiencies	To implement a range of efficiency measures and management savings across service areas in line with budget pressures while ensuring statutory duties are fulfilled (including implementing changes from the Children and Social Work Act 2017) and demand pressures mitigated wherever possible.	All	<ul style="list-style-type: none"> • Various 	2018/19 – 2019/20

ADULT CARE, HEALTH AND WELLBEING

Title	Summary	Lead Division	Timescales	Year
Optimisation of 'Your Care Your Way' Prime Provider arrangement	Work with Virgin Care to lead system-wide transformation and improvements to ensure that services are as integrated, effective and efficient as possible to meet the needs and priorities of our community	Integrated Health & Care Commissioning	<ul style="list-style-type: none"> Ongoing delivery plans in place 	2018/19 – 2019/20
Further develop integrated health and care arrangements between the Council and Clinical Commissioning Group	Further development to enhance our existing integrated working arrangements with the CCG in order to maximise our joint impact on the health and wellbeing of the local population, whilst benefiting from organisational efficiencies.	Integrated Health & Care Commissioning	<ul style="list-style-type: none"> Next phase of development work by April 2018 	2018/19
Adult care transformation - tackling purchased care costs for all client groups	To 'contain' growth pressures within the adult social care service through ongoing redesign and transformation of services to maximise independence, prevent escalating care needs and promote re-ablement after an episode of care, including through the use of assistive technology and more efficient purchasing arrangements and making best use of the Better Care Fund as appropriate.	Integrated Health & Care Commissioning	<ul style="list-style-type: none"> Ongoing delivery plans in place 	2018/19 – 2019/20
Public Health prioritisation	To identify further efficiencies and opportunities for prioritisation of resources in the context of reducing government grant funding, whilst maintaining as much preventative, health improvement and health protection work as possible to contribute to positive health and wellbeing outcomes for the population and to help to mitigate pressures on care services.	Public Health	<ul style="list-style-type: none"> Ongoing prioritisation process, seeking opportunistic savings as contracts expire, etc 	2018/19 – 2019/20
Service redesign and efficiencies	To implement a range of efficiency measures and management savings across service areas in line with budget pressures but ensuring that our Care Act and other statutory duties are fulfilled and demand pressures mitigated wherever possible.	All	<ul style="list-style-type: none"> Various 	2018/19 – 2019/20

ECONOMIC AND COMMUNITY REGENERATION

Title	Summary	Lead Division	Timescales	Year
Employment	Work to ensure creation of local jobs with associated employment space increase. Linked to plans for increased housing and transport infrastructure and associated Council strategies.	Community Regeneration	<ul style="list-style-type: none"> • Review of the Core Strategy / Placemaking Plan - Draft Spring 2018 • Adoption of West of England Joint Spatial Plan - Autumn 2018 • Coordinated business engagement service and employment hub – Spring 2018 • Bath Public Realm and River Programme implementation – 2018 ongoing • Somer Valley Enterprise Zone Commercial Delivery Plan – early 2019 • Bath Enterprise Zone implementation – 2018 ongoing • Delivery of Core Strategy and Placemaking commitments – 2018 ongoing 	2018/19 - 2019/20
Homelessness	Continuation of an effective homelessness prevention service, thus ensuring low numbers of households in temporary accommodation and rough sleeping.	Housing Services	<ul style="list-style-type: none"> • Ongoing. Number of households in temporary accommodation – 27 households maximum each quarter. 	2018/19
Heritage Services Business Plan	Deliver the Heritage Services Business Plan 2018-2022.	Heritage Services	<ul style="list-style-type: none"> • Achieve financial targets in line with Strategic review - 2018 	2018/19 ongoing

DEVELOPMENT AND NEIGHBOURHOODS

Title	Summary	Lead Division	Timescales	Year
Develop, deliver and monitor waste strategy	Improvement in % Household waste reused, recycled, energy recovered. Redesign of the waste collection service to increase recycling and promote services through extensive waste awareness campaigning.	Neighbourhood & Environmental Services	<ul style="list-style-type: none"> 80% household waste reuse, recycling and recovery rate – 2018 ongoing 	2018/19
Planning Application Performance	Development Management continue to meet targets for determination of major and minor applications.	Development Management	<ul style="list-style-type: none"> Major planning applications delivered within agreed timescales, 13 weeks or otherwise agreed and 60% target Minor planning applications delivered within agreed timescales, 8 weeks or otherwise agreed and 70% target 	2018/19
Building Control performance	Building Control continue to achieve positive customer feedback and application turnaround times.	Building Control	<ul style="list-style-type: none"> 90% of application decisions made within 3 weeks. 95% customer satisfaction maintained 	2018/19
Housing and employment space	Policy and Environment focus on housing completions, affordable housing completions, employment spaces gains & losses, & Community Infrastructure Levy income.	Policy & Environment	<ul style="list-style-type: none"> Effective delivery of affordable homes. Deliver 465 new affordable homes Preparation of new Local Plan to establish new homes, employment space and other development targets – options by June 2018 West of England Joint Spatial Plan adoption – 2018 	2018/19 - 2019/20
Leisure Contract and Leisure Contract capital works	Work with a leisure provider for effective leisure provision. Contract monitored bi- monthly and reviewed annually and capital works programme agreed.	Public Protection & Health Improvement	<ul style="list-style-type: none"> Works programme for Bath - by end July 2018 Works programme for Keynsham – base build to be delivered by April 2019, fit out finalised Dec 2019. 	2019/20
Review of the Parks Service	Operational review to identify efficiencies, cost savings, additional income generation potential and proposals to inform 2018/19 budget setting.	Neighbourhood Environmental Services	<ul style="list-style-type: none"> Increase events and wedding income in 2017/18, with further increase in 2018/19 Business case for a review of the Parks will come forward during 2018/19. 	2018/19 - 2019/20

FINANCE AND EFFICIENCY

Title	Summary	Lead Division	Timescales	Year
Corporate Travel Plan	Implementation of a further robust package of corporate travel plan measures (including smart working, pool cars and behaviour change) to reduce cross-council mileage costs.	Strategy and Performance	<ul style="list-style-type: none"> Energy Savings Trust Review – January 2018 Roll-out of Mypermit – February 2018 Review impact of pool car contract – June 2018 	2018/19
Schools support services and trading services review	Services for schools including payroll, ICT, finance, cleaning and catering has been reviewed in the light of schools becoming academies and others often choosing to buy their support elsewhere. Schools will be supported to procure value for money services and the Council will reduce or withdraw its provider role accordingly.	Various in Resources	<ul style="list-style-type: none"> Now until Autumn 2018 	2018/19
Commercial Estate Income	Investment in property acquisitions to continue to diversify the commercial estate and generate income in excess of financing costs. A prudent gearing threshold will be set as part of an investment strategy.	Property & Project Delivery	<ul style="list-style-type: none"> Throughout 2018 and possibly 2019 	2018/19
Corporate Estate office accommodation	Office accommodation will be further reduced in line with reductions in staff establishment with flexible working continuing to provide efficient use of space.	Property & Project Delivery	<ul style="list-style-type: none"> Phased as staffing levels reduce 	2018/19 - 2019/20
Management arrangements and staffing	Management will be further streamlined and staff reductions equivalent to approximately 300 FTE posts to achieve necessary savings. Critical functions and services for vulnerable people will be protected.	All services	<ul style="list-style-type: none"> Phased as part of a Council wide programme 	2018/19 - 2019/20
Shared services	Opportunities for shared services will be developed including potentially with neighbouring Councils, CCG and WoE. This will in part be driven by service resilience and value for money requirements, health integration aspirations and WoE regeneration opportunities.	Selected services across the Council	<ul style="list-style-type: none"> Phased approach 	2019/20
Digital by Choice	Digital services will be developed to enable the Council to deliver quality services 24/7 with less staff, whilst ensuring	All services	<ul style="list-style-type: none"> Phased approach 	2018/19 - 2019/20

	choice about how to access services is available for those that need it.			
Property Company (ADL) housing developments	New housing will be provided through the Council's property company to satisfy local housing need and generate commercial returns. Also links to the One Public Estate agenda and small housing sites.	Property & Project Delivery	<ul style="list-style-type: none"> • Riverside Keynsham – development underway – 96 apartments • Others developments phased 	2018/19 - 2019/20

PART THREE – DELIVERY OF THE PLAN

Corporate Risk Management

Delivering against the Council’s key priorities with a smaller budget is challenging and not without risk. Increased demand, rising costs and reduced funding means we have to carefully prioritise so that key risks are managed or mitigated. The benefits gained in managing risk are positive and should deliver better quality strategic, operational and financial management, statutory compliance and improved service delivery.

However we need to do this within a smaller organisation and our actions need to be proportionate. As a consequence we are refreshing our risk management strategy to ensure that we continue to focus key management actions in the right areas to enable delivery of key priorities.

Our aim is to continue manage risks at three different levels –

- Corporate/Strategic – Impacts are Cross Council or of very high significance
- Operational/Divisional – Impacts are localised on delivery of functional or team objectives
- Major Projects – Impacts are significant against delivery of key Council priorities

LIKELIHOOD

		Unlikely	Possible	Likely	Almost Certain
IMPACT	Critical				
	High				
	Medium				
	Low				

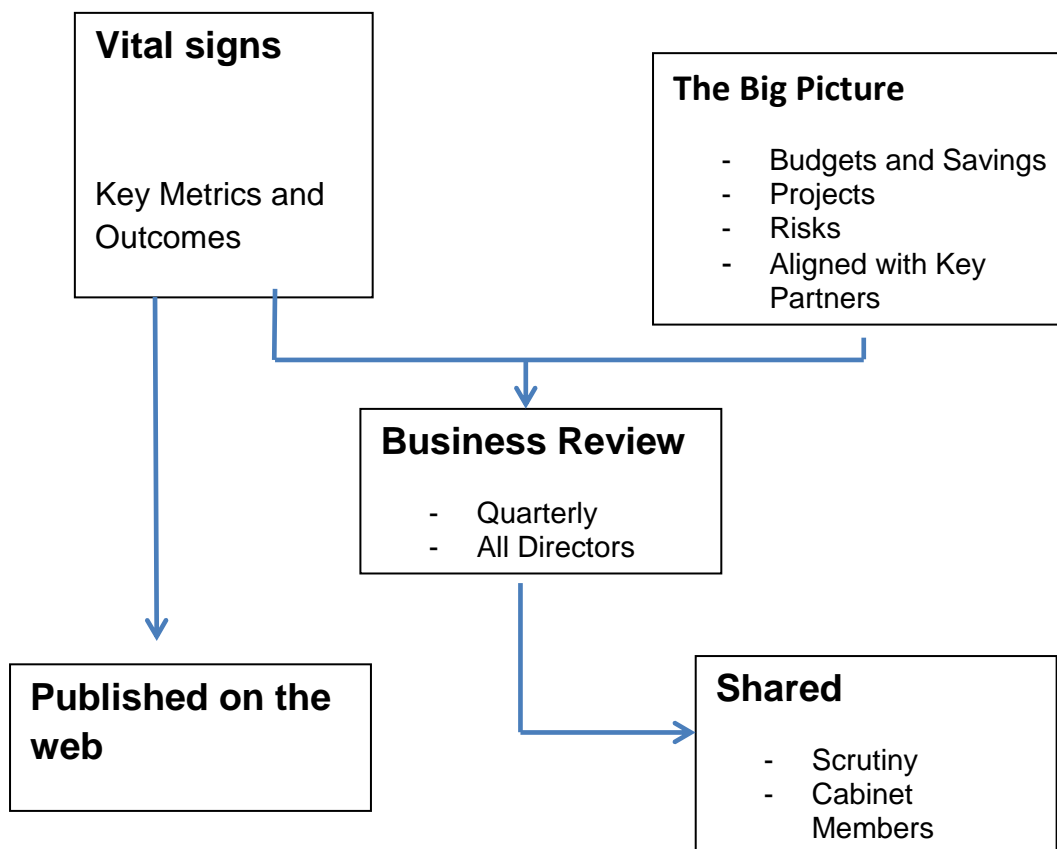
An overarching principle of our new strategy is to develop our risk management processes and procedures alongside existing and newly developing corporate arrangements. This should have the clear advantage of achieving and demonstrating an embedded risk management process, and reduces the need for additional reporting.

The budget report will set out in more detail the specific risk issues arising from the 2018/19 budget as part of the statement of robustness. Our aim therefore is to integrate – as far as possible – the processes and reporting mechanisms of the three key building blocks of Corporate Governance, Performance, Risk and Financial Management.

Performance management

The new performance framework is based on a small number of high-level 'vital signs'. This ensures that we keep sight of critical matters during the upcoming changes, with operational and delivery matters discussed through quarterly, narrative-based business review meetings.

This process is summarised in the below diagram:



APPENDICES

Appendix 1	Revenue Budget Savings & Income Generation Proposals
Appendix 2	Capital Programme – New/Emerging Items

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Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
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Note: The items shaded light grey are existing savings and income generation proposals from the 2017/18 - 2019/20 budget, these have been reviewed for the 2018/19 - 2019/20 budget report.

Portfolio: Economic & Community Regeneration

Efficiency Savings								
Commissioning of Destination Management	Supporting Bath Tourism Plus to become self sustaining. This will be achieved by reducing the contract sum over the next 2 years and by working with BTP to ensure they become self sustaining.	150	350	500	M/H	0	None	Improved co-ordination of visitor economy activities for resident and visitors.
Housing	Service efficiency and additional grant income to off-set revenue costs	53	7	60	L	0	None	None
Reduction in grants	Reduction in contribution to the World Heritage Enhancement Fund	5	5	10	L	0	None	None

Sub Total - Efficiency Savings

208	362	570
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Income Generating Opportunities								
Film Office Option	Increase in income generated from management of filming in B&NES and sales of stock video / drone footage to film makers and additional efficiencies	20	30	50	L	0	None	Expanding the service offer to other partners in order to generate greater income, will improve further the overall perception of the service.
Heritage Services business plan	Continued progression of business plan in line with recent performance.	1600	500	2100	M	0	None	To be managed through Heritage business plan.

Sub Total - Income Generating Opportunities

1,620	530	2,150
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Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
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Service Redesign								
Arts Development	Phase out Art grants from the Council moving to a strategic support role.	78	0	78	L	2	None	The Council will close its arts grants programme and move to an enabling role via other services.
Devolution to town & parish councils	A number of local authorities have devolved services and assets to town and parish councils. This has delivered savings through reducing duplication and levering-in additional resources such as volunteer time and the local skills and knowledge of town and parish councils. Bath and North East Somerset will consider a devolution framework will be agreed with town and parish councils in our area.	25	0	25	M	0	Potential for asset transfer to town and parish councils	The aim is to improve efficiency and effectiveness of delivery through redesigning local services with town and parish councils. Through its review of the Parish Charter, the Council has worked closely with town and parish councils in the past year to develop joint principles of devolution to underpin this. In addition, the Community Empowerment Fund has provided pump-priming investment for parish and town councils to develop new ways of working.

Sub Total - Service Redesign

103	0	103
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Economic & Community Regeneration Total

1,931	892	2,823
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Portfolio: Transport & Environment

Efficiency Savings								
Street Lighting LED replacement	A replacement programme of existing lights with more efficient ones	5	0	5	L	0	Conversion of units to efficient LEDs & introduction of dimming technology.	Energy savings through more efficient lighting and more reliable lanterns. Achieved as an invest to save project

Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Depot Review	Rationalise depots to reduce costs and enable capital improvements to remaining sites.	38	0	38	L/M	Changes to working locations	Reduction in number of sites and improvement of remaining assets.	None
Transport Planning	Reduce reliance on consultants	0	50	50	L	None	None	More efficient delivery of service
Accessibility & Cycling	Structure review	0	10	10	M/H	1	None	This saving would involve reducing the level of work provided and only meeting minimum requirements.
Parking & Transport	Rationalise payment machines & implement cashless payment solutions	23	0	23	L	None	None	Some customers may prefer to pay using coins.
Immediately Addressable Spend	Reductions in overheads e.g. training	16	0	16	L	None	None	None

Sub Total - Efficiency Savings

82	60	142
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Income Generating Opportunities

Transport & Parking Services review	A Parking Strategy Review will outline different parking charge options and rebase income targets. This review will be concluded this financial year	707	0	707	H	0	None	This additional income reflects existing performance and targets, which may increase if there are further proposals arising from the parking review.
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Sub Total - Income Generating Opportunities

707	0	707
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Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
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Service Redesign								
Transport - moving people from A to B	Through a cross Directorate Working Group looking at the opportunities to improve customer options whilst also being cost effective	525	568	1093	M	0	Infrastructure improvements to facilitate delivery changes.	Service delivery is being changed and structure reviewed to enable more interaction with the customer e.g. moving to more personalised budgets in relation to SEN transport options.
Network Management	Redesign consultations	0	30	30	M	0	None	

Sub Total - Service Redesign

525	598	1,123
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Transport & Environment Total

1,314	658	1,972
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Portfolio: Development & Neighbourhoods

Efficiency Savings								
Service review within Development Management	Staff Restructure	18	0	18	L	1.2	None	
GIS	Software cost reduction	13	0	13	L	None	None	
Waste and Parks	Service Review of Parks	205	0	205	M	Pending outcome of review	Pending outcome of review	Pending outcome of review
Policy & Environment	Reduction in funding to Bristol Regional Environmental Records Centre	3	0	3	L	None	None	
Policy & Environment	Reduce funding to Avon Catchment	0	3	3	L	None	None	
Reschedule Policy work programme	Reschedule work programme in LDS	10	0	10	M	None	None	

Sub Total - Efficiency Savings

249	3	252
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Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
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Income Generating Opportunities								
Bereavement Service	Increase charges and promote memorial sales	80	0	80	L	0	None	
Neighbourhood Planning applications from Parish Councils	Enabling further grant over 2 years by implementing with Parishes higher number of Neighbourhood Planning applications.	0	-50	-50	L	0	None	Increased quality and support to Neighbourhood Plans would further enhance the relationships with communities and parishes.
Building Control	Increase in fees 2%	8	0	8	L	None	None	
Land Charges	Increase in fees 2%	6	0	6	L	None	None	
Development Management	Increase pre-app fees by 10%	5	0	5	L	None	None	
Development Management	Increase Development Team fees 10%	11	0	11	M	None	None	

Sub Total - Income Generating Opportunities

110	-50	60
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Service Redesign								
Refuse Collection	Reduction in garden waste service in winter months	35	35	70	M	None	None	Reduction in the garden waste service in winter months is proposed as this waste is greatly reduced during this period therefore the impact will be minimal
Waste Strategy	Greater reliance on online material with a reduction in hard copies	0	20	20	L	None	None	Impacts should be low as residents are used to the new service and require less support/enforcement
Cleansing	Cease funding Parish sweeping schemes.	0	80	80	L	None	None	

Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Public Protection & Health Improvement	Remove Graduate Intern post	12	0	12	L	None	None	
Sub Total - Service Redesign		47	135	182				
Development & Neighbourhoods Total		406	88	494				

Portfolio: Adult Care, Health & Wellbeing

Efficiency Savings								
Page 82 Community Support Services	Reduce cost of Community Support services through: Re-defining requirements - new specification with focus on maximising independence and reduce longer-term dependency on funded care. Utilise Prime Provider/DPS arrangement to achieve contracting efficiencies.	75	25	100	M	0	None	Improved outcomes for service users as they are able to access services that are focused on maximising their independence and not building unnecessary dependency.
Day Care	Reduce the cost of day care services through: redefining requirements - new specification with focus on maximising independence and reducing longer-term dependency on funded care and moving away from more traditional model of day care for people with an LD that have been day-centre based, standard activities. Also, revise approach to transport provision to reflect this new approach.	75	0	75	M	0	May impact the long term future use of two Council-owned day-centres	Improved outcomes for service users as they are able to access services that are focused on maximising their independence and not building unnecessary dependency. Potential change in access arrangements for some people with an LD in relation to the changes in the service model with a shift away from the current, traditional day-centre model.
Provider Relationship	Strengthen the focus of providers on maximising independence by focusing on individual's strengths, interests, abilities and networks improving outcomes and reducing longer term dependency. Support with a gain share model with community services providers to incentivise them to deliver outcomes and reduce package costs.	125	0	125	M	0	None	Improved outcomes for service users able to access services focused on maximising independence. Greater visibility of the available options for service users and carers, giving them greater choice and control. Services can be co-ordinated around the needs and wishes of the individual.

Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Residential and nursing re-commission	Reduce the cost of care home placements through: a) Refinement of eligibility criteria and active promotion of community based alternatives that focus on maximising independence; b) Ensuring consistency and equity in care home fees by implementing a new commissioning and contracting model informed by Fair Price of Care exercise undertaken in 2016/17; & c) Design and implementation of a brokerage service.	75	25	100	M	0	None	The assessed level of need is aligned with the cost of meeting that need avoiding "over-prescription" and increased dependency. Improved consistency and equity between service user groups. Improved cost control supported by efficient payment processes achieves better value for money.
Assistive Technology	Increase the use of assistive technology to reduce overall package costs and reduce demand longer term for residential care a) Package cost reduction of existing service users b) Demand management - reduce future demand for more expensive care through early identification of service users who will benefit from assistive technology c) Income generation - charge service users without eligibility for Council provided care	50	0	50	M	0	None	Improved outcomes for service users able to access services focused on maximising independence. Greater visibility of the available options for service users and carers, giving them greater choice and control. Services can be co-ordinated around the needs and wishes of individuals. Some service users may be charged for their service, if not eligible for Council care.
Re-ablement	Maximise impact of reablement service promoting independence, avoiding unnecessary admission to residential and nursing care/hospital and supporting timely discharge from hospital. Streamline pathways into reablement to improve access, reduce waiting times and prevent a delay in individuals receiving a service. Improve service user outcomes and reduce dependency on long term packages of care.	125	0	125	M	0	None	Service users are supported to maximise their independence and packages do not build unnecessary dependency on funded services resulting in improved outcomes. The assessed level of need is aligned with the cost of meeting that need avoiding "over-prescription" and increased dependency. Improved access to reablement service and avoidance of delays. Some service users receiving reablement for longer than 6 weeks whilst waiting for an ongoing package of care may be charged for their care.

Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Front Door Review	Redesign social care access as part of an integrated 'front door' to place greater emphasis on: a) providing information, advice and guidance; b) enabling people to access alternative preventative and self-care focused services including those provided by voluntary sector organisations; and c) ensuring that individuals who do need statutory social care services are able to access them without delay.	188	0	188	M	0	None	Service users are supported to maximise their independence and packages do not build unnecessary dependency on funded services resulting in improved outcomes. The assessed level of need is aligned with the cost of meeting that need avoiding "over-prescription" and increased dependency. Improved access to statutory health and care services and avoidance of delays in individuals receiving a service. Greater visibility of the available options for service users and carers, giving them greater choice and control. Service users are enabled to help themselves.
Page 84 Incremental Package Costs	Analysis of package data indicates that in 2015/16 there were a significant number of incremental package increases. A proportion of these increases will have been appropriate to respond to an increase in need. However, existing controls and governance can be strengthened to reduce the volume, value and duration of incremental increases.	50	0	50	M	0	None	<ul style="list-style-type: none"> • Reduced prevalence of incremental package increases, realising a cashable benefit • Improved outcomes for service users by ensuring they receive the right level of care at the right time and dependency is not built unnecessarily • Wider strategic objectives are supported by actively promoting and encouraging alternative ways to meet an identified need that does not necessarily rely on funded social care support, for example, assistive technology • Decision makers are held to account which can result in a greater level of ownership for operational decisions to contribute to wider practice changes • Greater visibility of incremental increases will inform practice change and market development work, by better understanding local drivers for package increases and being better equipped to respond to the reasons for those.

Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Support Planning and Brokerage	Transform the approach and delivery structure of support planning and brokerage. This will involve implementing an asset based approach and separating the assessment from support planning and brokerage functions to improve operational efficiency, provide the framework for more innovative support plans and increase consistency to realise cashable and non-cashable benefits.	50	0	50	M	0	None	Service users are supported to maximise their independence and packages do not build unnecessary dependency on funded services resulting in improved outcomes. The assessed level of need is aligned with the cost of meeting that need avoiding "over-prescription" and increased dependency. Improved access to statutory health and care services and avoidance of delays in individuals receiving a service. Greater visibility of the available options for service users and carers, giving them greater choice and control. Service users are enabled to help themselves.
Review/Restructure of Disabled Care Team (Adults & Children's)	The Children's Disability team is currently an in-house team whilst the Adults' team is externalised. An opportunity exists to merge the function through service restructuring.	50	0	50	H	Not known at this stage	None	There is the potential for further join up of adult and children's services provision to deliver benefits in relation of an all-age service and improvement of transition arrangements. This does need to be considered in the context of current mixed delivery models, plans for further integration, and the appointment of Virgin Care as the Prime Provider of community health and social care services. In the first instance, the model of C&YP provision is being reviewed.
Home Care Compliance	Develop the approach to home care commissioning to strengthen the focus on outcomes and maximising independence. Redesign the commissioning and contracting model to achieve efficiency, stimulate the market and incentivise providers to maximise independence. Streamline business processes to gain efficiencies from payment processes and cost controls.	50	0	50	M	0	None	Service users are supported to maximise their independence and packages do not build unnecessary dependency on funded services resulting in improved outcomes. The assessed level of need is aligned with the cost of meeting that need avoiding "over-prescription" and increased dependency. Improved cost control supported by efficient payment processes achieves better value for money.

Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Public Health further savings	Savings in 17/18 will be made against health improvement programmes including from the DPH award (non-pay), NHS health checks and other lifestyle programmes not included in the Your Care, Your Way envelope. Savings in 18/19 will involve reduction in support to CCG health protection, internal intelligence posts, training budgets and possibly other changes to budgets for staff or commissioned services based on the Your Care, Your Way process.	50	0	50	L	0	None	This will have a small impact on a range of preventive services carried out in schools and in the community but no service will be lost entirely and direct client-facing services will be maintained and efficiency maximised through service remodelling in the Your Care, Your Way process

Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Purchased Care –Across Client Groups Page 87	<p>Accelerate existing transformation - Expedite existing savings plans and service transformation activities to realise benefits quickly through:-</p> <p>Process efficiencies including</p> <ul style="list-style-type: none"> • Review all social care packages to determine whether there is additional potential to reduce costs; • Review income collection processes and approach to increase income collection rate and reduce bad debts • Strengthen the monitoring and approval process of changes in package costs <p>Review service delivery approach including:</p> <ul style="list-style-type: none"> • Exploring the possibility of in-house care provision in response to challenging market conditions. • Review in and out of area placements – reduce the restrictions on where individuals receive their care package, • Care in the community v care in residential and nursing settings 	920	1271	2191	H	0	None	<p>Some initiatives are expected to improve service user experience and access to services whilst also achieving savings. For example, testing the "three conversations" approach to assessing need and support planning, which is being implemented by some other local authorities and is aimed at helping people lead independent lives.</p> <p>There may, in some instances, be a reduction in the range/type of services offered and the level of choice given to individuals, including the type of service put in place to meet their assessed/eligible need.</p>
MCA/ DOLS	<p>Review the assessment activity undertaken by the team; use 'like' assessments within year to reduce spend on Section 12 Drs. Reduce the use of external best interest assessors through prioritisation of assessments</p>	60	0	60	M	0	0	<p>Delays to some assessments, which may impact on service users, families and for other stakeholders who will hold a level of risk</p>

Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Community Equipment	<p>Assessment threshold - Increase the threshold for assessments prior to the release of equipment.</p> <p>Improved utilisation - Review the contract and existing processes. Increase utilisation of equipment where it reduces the need for more expensive forms of care and improve efficiency from better stock management and recycling</p>	43	0	43	H	0	The community equipment review will include an options appraisal of the current store in a Council owned building in Radstock	The review, whilst delivering efficiencies, will also aim to improve the service currently offered, to include full 7 day working to support hospital discharge, and streamlining of the current ordering and authorisation process.
Food Policy	Remove the food policy role	0	40	40	L	1	None	Loss of key source of food policy and strategy work
Public Health Analyst	Post currently shared with another service, suggestion is to remove the 0.5 FTE from public health with data analysis and admin work being provided on a priority only basis.	17	0	17	L	0.5	None	Impact on overall capacity of team and will require prioritisation of work
Director of Public Health Award	Reduce Council contribution to DPH Award scheme and further explore options for recharging schools or redesigning the service	0	15	15	L	0	None	May result in less capacity to support schools and/or fewer schools participating in this health initiative.
Immediately Addressable Spend	25% of immediately addressable spend	7		7	L	0	None	Reduced partnership working if travel is restricted. Loss of funding for professional subscriptions may impact recruitment and retention. The proposals will require careful budget management and over-sight to ensure that spend is carefully targeted and monitored.
Sub Total - Efficiency Savings		2,010	1,376	3,386				

Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Growth Avoidance								
Adult Social Care Demographic Growth - Older People over 65	Fair Price of Care and modelling of alternative fee structures for care home placements has informed development of new commissioning and contracting approaches. However, this is in the context of increasing pressures arising from demographic change. Also in the context of market conditions, which are a significant constraint when negotiating and agreeing new contractual arrangements and fee structures and ensuring that the Council's statutory obligations are met. Very close links with the mobilisation, transition and transformation of community services (your care, your way), the establishment of the Prime Provider/Dynamic Purchasing System arrangements and the agreement of risk and gain share.	333	333	666	H	0	None	A strengthened focus on maximising independence by focusing on individuals' strengths, interests, abilities and networks is designed to improve outcomes for service users and reduce longer term dependency. Potential reduced access to their preferred care setting for some service users and carers as the Council balances the views, preferences and wishes of the individual with ensuring that the assessed level of need is aligned with the cost of meeting that need, avoiding "over prescription" and building increased dependency.
Adult Social Care Demographic Growth - Mental Health over 65		190	190	380	H	0	None	
Adult Social Care Demographic Growth - Learning Disabilities		348	348	696	H	0	None	
Adult Social Care Demographic Growth - Mental Health Adults of Working Age		75	75	150	H	0	None	
Adult Social Care Demographic Growth - People with Physical Disabilities		46	46	92	H	0	None	
Sub Total - Growth Avoidance		992	992	1,984				
Service Redesign								
Public Health grant reduction	Redesign and reduction in Public Health work to absorb reduction in Grant funding,	235	222	457	M	0	None	This would have to be delivered through further prioritisation of which local preventative initiatives and campaigns can be supported; stopping the test purchasing and intelligence gathering on illegal tobacco sales; reductions in office costs and reductions in contracted spend for health checks and other commissioned services
Sub Total - Service Redesign		235	222	457				
Adult Care, Health & Wellbeing Total		3,237	2,590	5,827				

Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
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Portfolio: Children & Young People

Efficiency Savings

Page 90	Increase the level of "In-house" Foster-Placements	Increase level of in-house foster placements through a combination of enabling in house carers to take more complex cases and/or increasing volumes of in house carers through increased recruitment	50	0	50	M	0	None	Initial review of new recruitment approaches (particularly through improving and increasing our social media presence) have resulted in an overall increase in expressions of interest in fostering and those which progress to assessment of carers. An increased number of in-house foster-placements may require additional capacity within the team to support the foster carers, but should still enable a net saving as shown
	Children's safeguarding court proceedings	Reducing the numbers of those coming to court and then into care through preventative measures and changing the use of experts during the process e.g. a) reduction in cost of barristers a mediation approach to early prevention b) Early help preventative measures c) Review social worker use	100	0	100	H	0	None	The numbers of cases that have required the Local Authority to initiate Court proceedings in relation to young children has risen over the past two years, reflecting a national trend. Any changes to the decision making process will need to be made with consideration to evidence of an incremental and increased demand for legal intervention, but securing professional input in a more cost-effective way and increasing preventative measures can only have a positive impact.
	Skills and Employment Funding Model	Reduction in level of funding from People & Communities to Place for Skills & Employment team, which will become self-funding through its work with employers. Consolidation of ad hoc internal savings used to fund this team, by deleting a post within People & Communities.	60	0	60	L	1	None	Minimal impact anticipated, providing focus on care leavers and other vulnerable young people is not lost as a result of new funding model
	Preventative Commissioning	Explore opportunities for further integration of commissioned services, creating more joined up approaches and creating some back-office efficiencies	12	0	12	M	0	None	Improved outcomes for families, by integrating services that are coordinated around their needs and preventing escalation into specialist social care services.

Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
SIAS /School Improvement & Achievement	Requirement for service will significantly reduce as Academisation increases. Also option to absorb admin roles within a corporate team / shared service.	0	50	50	M	1	None	Capacity reduced to minimum statutory duty of monitoring school standards from Academic year 2019/20 (assumes few if any maintained schools will remain). Explore opportunities to share residual services with another Authority
Administration	Potential removal of 3 FTE admin posts.	90	0	90	L	3	None	The Service will work hard to minimise any impacts on front line capacity. The introduction of Business support "Pods" (as proposed by the Business Support Review) will seek to spread admin support to teams in a more flexible way and allow staff to move between teams according to demand.
Service management consolidation (Preventative and Inclusion services)	Removal of 3 FTE roles by combining responsibilities with other management posts or reducing to statutory minimum service.	76	77	153	M	3	None	The loss of these posts will mean that the tasks currently undertaken by the managers would need to be reduced and/or passed to other colleagues. The additional tasks and priorities would need to be managed alongside existing service demands. This is made possible by other changes in service delivery such as cessation of traded Parent Support Advisers, redesign of youth Connect and remodelling of children's Centre Services, already underway.
Capital and Organisation	With the reduction in workload associated with the growth in academies, reduce the team which manages the allocation of resources to capital priorities - maintaining a minimum statutory function linking to sufficiency of school places.	0	40	40	L	1	None	Limited impact as responsibility for capital maintenance and delivery of some capital expansion schemes will transfer to academies
Education psychology services	Increase income from trading marginal capacity to fully recover costs and support service resilience	33	0	33	M	0	None	The need to generate additional income will require the team to work differently, and may require some re-structuring of priorities to ensure staff can promote and market their services to schools and obtain new contracts to work in new schools.

Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Short Breaks for Disabled Children	Expenditure relates to commissioned services that provide access to short breaks for children and their families with eligible social care needs. The services were last procured in 2013 and are now due for re-provision. This presents an opportunity to market test and re-negotiate contracts and rates without a substantial impact on service levels.	0	18	18	H	0	None	There may be an increase in waiting times for short breaks. Short break provision is a vital service that aims to support families to be able to care for their disabled children at home in the community. The provision provides respite for the parents and carers of children and young people with disabilities/SEND, and a short-break for the young person. Short break provision helps prevent family breakdown and enables children and young people to remain at home. Provision will continue to be closely monitored to ensure that the realisation of the saving does not adversely impact on the quality and safety of the service or on outcomes for vulnerable children and families.
Early Years	Consolidation of business support roles, including admin, data monitoring, EHCP & Ofsted reports.	16	0	16	M	0.4	None	This proposal will require the team to reduce the scope of its current work to only cover statutory requirements.
Immediately Addressable Spend	25% of immediately addressable spend	43	0	43	L	0	None	Some services may be less accessible if travel is restricted. Loss of funding for professional subscriptions may impact recruitment and retention. The proposals will require careful budget management and over-sight to ensure that spend is carefully targeted and monitored.
Sub Total - Efficiency Savings		480	185	665				

Service Redesign								
Children's Centres buildings management	Reduce cost of Children's Centres through 'asset transfer' of centres or finding a way to ensure services are delivered by others through existing buildings	75	0	75	M	0	Potential asset transfer	The current service will continue to run. The transfer of some Children's Centre buildings to community ownership could benefit local organisations through more effective use of the buildings as well as reduce unnecessary overheads for the Council. Already well advanced in exploring this option for the 'spoke' centres (not hubs).

Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Review savings available from Youth Connect Service	Options are being reviewed to enable alternative delivery arrangements for services creating potential partnerships with local communities thus enabling local community groups to develop the additional capacity in key areas that will offer supplementary services for young people	200	300	500	H	7-10	Potential asset transfer	This proposal seeks to maintain the Council's commitment to delivering its statutory requirements, whilst also encouraging and enabling local community groups to develop the additional capacity in key areas that will offer supplementary services for young people. Any reduction in the size and remit of the Council-run service may impact on service delivery and our early help offer. The aim of the review will be to minimise any negative impact on outcomes for young people.
Children's Services Collaboration with other LA	Combine smaller services with other local authorities to achieve efficiencies e.g. YOT, educational functions, admissions, school psychologists, school improvement service etc. a) Combining small services b) Removal of non-essential services	25	0	25	M	1	None	Minimal impact expected as this is about combining delivery with another LA. This could assist in making these smaller services more robust as well as providing efficiencies.
Early Years nursery provision	To review all of the existing Council owned and run nurseries and explore the option of assisting other organisations to take on the running and management of nurseries to ensure there are sufficient places available.	50	0	50	M	Some fixed term posts already terminated	None	There is now provision of sufficient alternative nursery places in some areas. The private sector has been able to absorb the movement of children to independent nursery providers from Council-run nurseries in some locations. The Council will explore the option of assisting other organisations to take on the running and management of nurseries to ensure that sufficient places remain available across communities
Remodel Education Support & School Services	Scale down offer to meet remaining statutory requirements only, transferring responsibility to schools where appropriate.	250	0	250	M	Up to 5	None	This re-modelling follows national policy initiatives which have resulted in academisation of schools and the transfer of functions to schools, academies the Regional Schools Commissioner; Teaching Schools, Trust Boards of Multi Academy Trusts (MAT). Proposed to scale back existing teams to minimum consistent with statutory duties linked to expected number of maintained schools

Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Early Years Foundation Stage Team	Increase target for traded income to support ongoing service delivery and provide statutory minimum for early years. Reduce staffing hours.	74	0	74	L	0.8	None	May be some reduction in capacity to provide support to the Early Years sector.
Music Service	Explore options to combine back office support for the services across other local authorities (conversations already underway) and/or ensure charges to schools and parents enable full cost recovery to remove Council subsidy	0	40	40	H	0	None	The Music Service, through its grant from Arts Council, is responsible for providing support to low income families. Need to ensure that this is not jeopardised by any changes in service delivery or charging.
Education Welfare Services	Statutory service supporting children not attending school. Reduce service delivery and provide statutory minimum by focusing on prosecutions only.	40	0	40	M	1	None	This proposal will require the team to reduce the scope of its current work to only cover statutory requirements.
People & Communities Communications	Reduce staffing to a minimum level to meet statutory requirement to provide information around SEN provision.	40	0	40	M	1	None	Reduced quality of information for public in relation to early help offer
Safeguarding outcomes	Reduction of agency costs for staff delivering the CSE work by taking on more fixed term contract staff to continue to meet demand.	7	0	7	M	0	None	The proposals will require careful budget management and over-sight to ensure that spend is carefully targeted and monitored and key skills retained or developed.

Sub Total - Service Redesign

761	340	1,101
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Total Children & Young People

1,241	525	1,766
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Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
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Portfolio: Transformation & Customer Services

Efficiency Savings

Consolidation of Marketing and Communication function	Deliver efficiencies through consolidation of people and spend carrying out Marketing and Communications activities and roles across the Council.	75	60	135	M	TBC	None	
Review Purchase to Pay process	Undertake a review of purchase to pay process to ensure efficient payment of suppliers for approved spend ensuring invoices are processed efficiently	19	0	19	H	0	None	May impact supplies if suppliers have not received official Council orders for goods and services.
Consolidation of Performance / intelligence function	Deliver efficiencies through consolidation of people carrying out performance / intelligence activities and roles across the Council. Previous Council work has indicated possibility to save £250k on a base of £1.5m across the Council	0	250	250	M	5-10	None	Reduced capacity but more cross Council approach.
Corporate Travel Plan	The Council currently spends c.£600k on corporate travel. There is an option to reduce this by up to 25% through taking a more radical approach backed up with strong leadership. Initiatives including the rollout of the corporate travel plan Assumed 25% saving against £600k corporate spend – would come from across the Council rather than S&P budget.	100	50	150	M	0	This will make better and more efficient use of Council assets	The proposal aims to improve efficiency of service delivery through delivery of smarter ways of working
Registrations	Increase number of registered venues for weddings/ ceremonies. Cross-selling and upselling of event packages. Estimated 10% increase in income.	0	9	9	L	0	None	This does require additional work but should be managed within existing resources

Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
3 month delay in recruiting to vacant posts	Through proposed changes to the recruitment process savings will be realised through the holding of vacancies for 3 months.	250	0	250	M	TBC	None	Exemptions will need to be considered to help manage service impact for roles fulfilling statutory duties.
Sub Total - Efficiency Savings		444	369	813				

Income Generating Opportunities

Communications Hub & CCTV Income Generation	Approach the external market to use the spare capacity in our 24/7 Operation, including CCTV monitoring, Radio monitoring, Lone Worker Support, and Alarm Monitoring.	50	50	100	H	0	None	Community benefits from increased security for those that use the service.
Energy services for B&NES	Local Energy Services in the form of a local tariff, energy supply and efficiency investments on Council buildings and investment in community led energy schemes	10	75	85	H	0	Renewable energy installations on some Council assets	Efficiencies but also positive impacts for the B&NES community especially those suffering fuel poverty
Sub Total - Income Generating Opportunities		60	125	185				

Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Service Redesign								
Modern Libraries and Customer Services review Page 97	<p>Develop the Keynsham model for joint one stop shop and library service in Bath and Midsomer Norton</p> <p>Consult with local communities for alternative delivery of library services to reduce our staffing & resources commitment across the area.</p> <p>Savings achieved through staff reduction across the whole of customer services; efficiencies. Income from sale of assets and lettable space</p>	0	700	700	M	25	This proposal will help rationalise the Councils property assets.	<p>This programme is now well underway and has been reported in detail. The proposals for Bath are now at the design stage (for the Podium) and community engagement is taking place until mid 2018 to enable this. Midsomer Norton at delivery stage. Community Libraries at engagement stage. Keynsham already completed. The approach includes integrating services in 3 main population centres and combining one stop shops with library services, with also an increased focus on the new digital agenda; helping people to access resources and gain appropriate skills; with a focus on children and families and developing skills for the economy</p> <p>Access to 3 million items across Libraries West will be maintained with the browsing experience being enhanced through innovative use of digital technology</p> <p>In Rural areas the impacts will dependent upon local community solutions and have potential to enable longer opening hours and more vibrant community hubs and shared facilities.</p>
Staffing reduction in Strategy & Performance	As a result of further consolidation of policy functions the numbers of posts in the service will be further reduced.	135	60	195	M	3-4	None	Previously agreed staff reductions from a corporate approach to functions delivered by this service.
Welfare and Investigations	Grants support to troubled families- rebase grant (£270k) by 30% to reflect current spend.	80	0	80	L	0	None	This is to reflect current spending and will continue to be monitored to avoid impacts
Group Service Development	Restructure the team potential net reduction in 1 fte	80	0	80	M	1	None	Unknown but should be minimal although there may be a loss of specialised skills

Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Community Safety and Engagement	Budget line reductions in this area to include Council funding for the Student Community Partnership, Prevent training, match funding initiatives, Workers Challenge Groups and undertaking Domestic Homicide Reviews. Support will continue in different ways, including using mainstream budgets, delivering efficiencies and using partner contributions as appropriate.	28	4	32	L	0	None	

Sub Total - Service Redesign

323	764	1,087
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Transformation & Customer Services Total

827	1,258	2,085
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Portfolio: Finance & Efficiency

Efficiency Savings

IT Services – Core Efficiency Programme	Cost reduction and efficiency based on further centralising IT functions, consolidating the number of applications, sharing larger applications, a more flexible but lower cost infrastructure.	100	0	100	L	0	None	Capacity will be restricted especially for additional service requests
Finance – Income and Debt Transactional Services	To consolidate the approach to income collection and debt recovery services across the Council.	50	10	60	M	0	None	Further alignment of practices and recovery between departments
Corporate estate	Further consolidation of corporate estate including the few small stand alone offices that remain	50	0	50	M	0	Releasing corporate assets to add to the commercial estate or disposal	

Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Apprenticeship Levy	A New National Apprentice Scheme came into effect in 2016-17 with a levy to be paid by employers to meet recognised training cost.	25	0	25	M	0	None	Opportunity to enhance skills development across the workforce and obtain government credits through this programme.
Property Management	Closer working with the recently appointed Private Sector retail advisor to reduce voids and increase rental growth through active management of the commercial estate.	100	300	400	H	0	Greater efficiency within the Commercial Estate	
Project Delivery	Uplift percentage capital charge from 30 to 40% for projects – in line with policy. Review commercial charging rates for Academies – benchmark against other providers and identify if price point can be increased in line with competitors. Note: vast majority of £100k to be delivered through capital charging.	100	0	100	L	0	None	Technical adjustment only but constrained by accountancy practice rules.
IT Supply chain efficiencies and technology changes	Reducing spend through re-procurement and / or by changing some of the technologies we are using	201	112	313	L	0	None	Ongoing efficiency programme following insourcing of IT service and centralisation of IT spend

Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Immediately Addressable Spend	25% of immediately addressable spend	25	0	25	L	0	None	Refers to sundry expenditure codes for consumables. These budgets have previously been reduced hence the small available saving. Procurement monitor and challenge all orders above £10K.
Management arrangements and staffing	Management and departmental structures will be reviewed and streamlined with staff reductions equivalent to approximately 300 FTE posts to achieve necessary savings.	5,770	2,240	8,010	H	The likely impact is to reduce staffing by up to 300 FTEs	Release of office space	Critical functions and services for vulnerable people will be protected. This will be linked to the Council's transformation programme, investment in digital, smarter working and the development of partnership arrangements and integration with the CCG, WECA, and some additional shared services with neighbouring Councils. A Council-wide programme will enable these savings with phased implementation starting with senior management structures and quickly beyond this to individual services. The aim will also be to improve cross Council working and to protect morale and performance as far as possible.
Sub Total - Efficiency Savings		6,421	2,662	9,083				

Income Generating Opportunities

Property development company	<ul style="list-style-type: none"> To generate Revenue Income for the Council To hold, manage and operate market housing for private short-term lettings. To sell market housing for investment Provision of other market housing related activity Deliver and manage other commercial and property developments. To deliver long term capital appreciation 	150	200	350	M	0	Release of Council land and assets for development opportunities	This Council owned company ADL is now redeveloping the former Riverside offices in Keynsham and creating a pipeline of other development sites. Dividends are expected in addition to these projected returns from 2019/20.
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Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Commercial Estate	Active commercial property investment approach targeted at acquisitions in line with the Council's commercial estate strategy - which has been refreshed to include properties beyond B&NES boundaries and mainly in the WoE devolution area - and non retail investments	925	25	950	H	0 (use of external partner)	Increase in the Councils commercial holdings	An annual investment strategy will be developed to support the approach in line with emerging government guidance. Improved diversification of types of property holdings of the estate will be a benefit. This is the continuation of a new approach already proving successful and enables key services such as social care to be protected from the income generated.
City Deal Tier 3 Income	Recognition of projected Tier 3 income stream achieved from Business Rate growth in the Enterprise Area as part of the City Deal agreement.	80	60	140	L	0	None	This is extra revenue income derived from City Deal and linked to projected business rates growth - it is protected by the Devolution Deal.
Office Accommodation	As staffing levels reduce due to current financial pressures, rent out vacated office accommodation esp. Lewis House.	0	600	600	H	Staff will possibly need to relocate. No staffing reductions as a direct impact of this project	Bringing current corporate office accommodation into commercial use	Enables corporate estate to continue to be used as now with 3:2 desk ratios and (flexible) smarter working but also new income from space that becomes surplus.
Thermae Spa profit share	To reflect projected future increases in the Spa Profit Share agreement	100		100	L	0	None	Simplified profit share arrangement to be established beneficial to both parties and designed to encourage better returns and investment.
Parish Councils to contribute to By-Elections	Parish Councils will be asked to contribute to the cost of running their by-elections - 50% for the first by-election and then 100% for future ones with discretion to waive the charge in specified circumstances.	10		10	M	0	None	More effective use of resources. The number of Parish Council by-elections and their cost has been increasing over several years.
Sub Total - Income Generating Opportunities		1,265	885	2,150				

Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
Service Redesign								
Establishment of Internal Audit Trading Company	As part of the natural evolution of the Audit West Partnership with North Somerset Council to establish the organisation as a local authority controlled trading (Ltd) company. Also possibly extend the partnership.	20	20	40	M	0	None	Possible TUPE implications - transfer of staff into B&NES owned company. Business plan at draft stage and new ways of working being established with partners inc. Devon and North Somerset
Parish Grants - Local Council Tax Support Scheme	Phased withdrawal / reduction in the Local Council Tax Support grant the Council currently makes to Parish & Town Councils and the Charter Trustees.	41	41	82	L	0	None	Parishes will need to allow for the impact on their budgets, precepts and associated Council Tax increase. This phased change is already in progress having previously been notified.
Finance - Changes to Service Provision	This will require more automation of reporting and a higher level of self-serve by Managers to be successful. There will also be a review of activities that can cease such as non-statutory returns	0	100	100	M	2.5	None	Will require some standard reports and training to be successful
Financial Systems & Development	(Agresso) – greater reliance on third party provider to respond to queries within the financial system. Alternative option to consolidate this function with other local authorities Assumed could reduce headcount by 1 FTE.	28	0	28	L	1	None	This has already been enabled
Sub Total - Service Redesign		89	161	250				
Refinancing								
Minimum Revenue Provision	A change in the Council's Minimum Revenue Provision (MRP) policy to move to a straight line basis over a period up to 50 years or the equivalent asset life.	-140	-160	-300	L	0	None	None
Sub Total - Refinancing		-140	-160	-300				
Finance & Efficiency Total		7,635	3,548	11,183				

Appendix 1 - Budget Savings & Income Generation Proposals 2018/19 to 2019/20

Savings Title	How to be achieved	18/19 Saving £000	19/20 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
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Portfolio: Leader

Service Redesign								
Legal Service review of external legal spend and use of business partnering	Review use of external legal advice corporately and use of business partnering	0	50	50	H	0	None	Improved value for money

Sub Total - Service Redesign

0	50	50
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Leader Total

0	50	50
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OVERALL SAVINGS

16,591	9,609	26,200
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This schedule does not include the Councils existing fully approved and provisional capital schemes as agreed as part of the 2017/18 budget. The full programme will be part of the Council's 2018/19 budget report. The Highways amounts are included in the comments for information.

DONNA CATEGORIES	(Multiple Items)	Cost			Funding		Approval Sought	Comments
Portfolio / Service	Project Name	2018/19	2019/20 Onwards	Total 5 Year Cost	Borrowing / Capital Receipts	Grants / External Funding		
		£'000	£'000	£'000	£'000	£'000		
Transport & Environment								
Highways & Transportation	A4 Keynsham By-pass / DfT Challenge Fund	2,000	-	2,000	-	2,000	Full Approval, with Delegation on Block Scheme Changes	Grant Funded Programme Addition to Highways Works
	Highways Maintenance Block - Additional Funding	1,440	653	2,093	808	1,285	Full Approval, with Delegation on Block Scheme Changes	To Enable Additional Highways Maintenance Works, funded by Additional DfT Grant Allocation Confirmed through WECA and Corporate Borrowing. Brings the total programme item to a value of £4.474 for 2018/19, in addition to separately listed items for highways works including £2m for A4 Keynsham By-pass and £272k for Potholes.
	Highways Schemes in North East Somerset	180	-	180	-	180	Provisional Approval	CIL Funded Programme Addition
	Pothole Funding	272	-	272	-	272	Full Approval, with Delegation on Block Scheme Changes	Government Grant Funding from DfT to specifically address Potholes.
	Strategic Transportation Programme	500	8,715	9,215	9,215	-	Provisional Approval	Facilitating Wider Strategic Transportation Works, Including with Neighbouring Authorities
	Terrace Walk	100	-	100	100	-	Provisional Approval	Feasibility to Address Health & Safety Imperative on Vault Structures
	Transport Improvement Programme - Additional Funding	1,459	2,610	4,069	-	4,069	Full Approval, with Delegation on Block Scheme Changes	Grant, S106 & CIL aligned for Transport Improvement Works. This is in addition to existing programme of £1.163m, bringing the total including the separately listed item for Transport Improvement Programme - Early Delivery to £2.982m for 18/19.
	Transport Improvement Programme - Early Delivery	360	-	360	360	-	Full Approval, with Delegation on Block Scheme Changes	To Enable Early Delivery on Transport Improvement. This is in addition to existing programme of £1.163m, bringing the total including the separately listed item for Transport Improvement Programme - Additional Funding to £2.982m for 18/19.
	York Street Vaults P2	950	-	950	950	-	Provisional Approval	To Address Health & Safety Imperative
	Highways & Transportation Total	7,261	11,978	19,239	11,433	7,806		
	Park & Ride							
	Lansdown P&R Extension	-	120	120	120	-	Provisional Approval	To Enable Revenue Savings / Incomes
	P&R Alligator Teeth	25	50	75	75	-	Provisional Approval	Programme for End of Life Replacements
	Park & Ride Total	25	170	195	195	-		
	Parking							
	Manvers St Car Park Security	20	-	20	20	-	Provisional Approval	To Address Health & Safety Imperative
	Parking Vehicles	25	137	162	162	-	Provisional Approval	Programme for End of Life Replacements
	Pay & Display Replacement	100	200	300	300	-	Provisional Approval	Programme for End of Life Replacements
	Parking Total	145	337	482	482	-		
	Transport & Environment Total	7,431	12,485	19,916	12,110	7,806		

Portfolio / Service	Project Name	Cost			Funding		Approval Sought	Comments
		2018/19 £'000	2019/20 Onwards £'000	Total 5 Year Cost £'000	Borrowing / Capital Receipts £'000	Grants / External Funding £'000		
Development & Neighbourhoods								
Planning & Development	Bathscape	58	2,151	2,209	-	2,209	Provisional Approval	Grant Funded Programme to reconnect people and communities with Bath's landscape
Planning & Development Total		58	2,151	2,209	-	2,209		
Bereavements	Cherry Grove Garden (Haycombe)	125	-	125	125	-	Provisional Approval	Expansion of Internment Garden Space.
	Neighbourhoods CCTV	44	-	44	44	-	Provisional Approval	Programme for End of Life Replacements
Bereavements Total		169	-	169	169	-		
Leisure	Leisure: Keynsham Refurb - Additional Funding	-	250	250	-	250	Provisional Approval	CIL Funded Increase to Existing Scheme
Leisure Total		-	250	250	-	250		
Neighbourhoods	Neighbourhoods Vehicle Replacements	983	2,007	2,990	2,990	-	Provisional Approval	Programme for End of Life Replacements only where necessary and will be the subject of a detailed business case
Neighbourhoods Total		983	2,007	2,990	2,990	-		
Parks	Automated Gates	17	9	26	26	-	Provisional Approval	To Enable Revenue Savings / Incomes
	Midsomer Norton Town Park	125	125	250	-	250	Provisional Approval	S106 Funded Programme Addition
	Midsomer Norton Town Park - Phase 2	50	-	50	-	50	Provisional Approval	CIL Funded Programme Addition
	Parks & Bereavement Infrastructure	144	-	144	144	-	Provisional Approval	Programme for End of Life Replacements
	Parks Equipment Replacements	41	171	212	212	-	Provisional Approval	Programme for End of Life Replacements
	Parks s106 Projects	138	284	422	-	422	Provisional Approval	S106 Funded Increase to Existing Programme
	Play Equipment	(42)	167	125	125	-	Provisional Approval	Programme for End of Life Replacements
	River Avon Park	332	400	732	-	732	Provisional Approval	s106 Parks Works
	RVP Nursery Improvements	38	-	38	38	-	Provisional Approval	Initial Works to Include Business Case Development
	Whitchurch parks (CIL)	50	-	50	-	50	Provisional Approval	CIL Funded Programme Addition
Parks Total		893	1,156	2,049	545	1,504		
Public Protection	Air Quality Monitors	17	37	54	54	-	Provisional Approval	To Address Health & Safety Imperative
Public Protection Total		17	37	54	54	-		
Waste	Litter Bins	50	25	75	75	-	Provisional Approval	Increase to Existing Programme Item
	Relocation of Bath Recycling Centre Facility	200	350	550	-	550	Provisional Approval	CIL Funded Increase to Existing Scheme
Waste Total		250	375	625	75	550		
Development & Neighbourhoods Total		2,370	5,976	8,346	3,833	4,513		

Portfolio / Service	Project Name	Cost			Funding		Approval Sought	Comments
		2018/19 £'000	2019/20 Onwards £'000	Total 5 Year Cost £'000	Borrowing / Capital Receipts £'000	Grants / External Funding £'000		
Economic & Community Regeneration								
Heritage	Energy Reclaim	100	-	100	100	-	Provisional Approval	Linked to Heritage Business Plan
	Museums Acquisitions	5	-	5	-	5	Provisional Approval	Linked to Heritage Business Plan
	Refurb of RB Shop	-	150	150	150	-	Provisional Approval	Linked to Heritage Business Plan
	Roman Baths Development	150	850	1,000	1,000	-	Provisional Approval	Linked to Heritage Business Plan
	Victoria Art Gallery Air-Con	50	-	50	50	-	Provisional Approval	Linked to Heritage Business Plan
	West Baths Environment	-	200	200	200	-	Provisional Approval	Linked to Heritage Business Plan
Heritage Total		305	1,200	1,505	1,500	5		
Housing	Affordable Housing - Additional Funding	-	917	917	-	917	Provisional Approval with Delegation to Fully Approve.	Increase to Existing Programme Item
	Disabled Facilities Grant - Additional Funding	50	1,300	1,350	-	1,350	Full Approval	Statutory Provision, uplift to existing programme value of £1.1m p.a. to bring in line with anticipated funding levels
Housing Total		50	2,217	2,267	-	2,267		
Regeneration	5G Technologies	67	-	67	-	67	Provisional Approval	Pilot Scheme for Next Generation Mobile Data. Business Case & Funding Bid Required.
	Borrowing Enabling for BWR Phase 2 Bid	150	450	600	600	-	Provisional Approval	Corporate Borrowing Match for Bid Submitted, Awaiting Feedback
	Borrowing Enabling for HIF Keynsham & Whitchurch Infrastructure Bid	100	-	100	100	-	Provisional Approval	Corporate Borrowing Match for Bid Submitted, Awaiting Feedback
	Borrowing Enabling for Somer Valley Enterprise Zone: Site Access Bid	200	-	200	200	-	Provisional Approval	Corporate Borrowing Match for Bid Submitted, Awaiting Feedback
	City Centre Streetscape	300	-	300	250	50	Provisional Approval	3rd Party & CIL Funded Programme Addition
	Keynsham High Street	100	-	100	-	100	Provisional Approval	CIL Funded Programme Addition
	Midsomer Norton Public Realm	200	-	200	120	80	Provisional Approval	CIL Funded Programme Addition
	Union Street Public Realm	100	-	100	-	100	Provisional Approval	CIL Funded Programme Addition
	York Street & Swallow Street Public Realm	325	264	589	489	100	Provisional Approval	Linked to Heritage Business Plan
Regeneration Total		1,542	714	2,256	1,759	497		
Various	Whitchurch public realm (CIL)	50	-	50	-	50	Provisional Approval	CIL Funded Programme Addition
Various Total		50	-	50	-	50		
Economy & Culture	Digital BNES - CDS Expansion	2,000	-	2,000	-	2,000	Provisional Approval	Business Case & Funding Bid Required
	Digital BNES - LFFN	2,500	-	2,500	-	2,500	Provisional Approval	Business Case & Funding Bid Required for IT infrastructure & fibre voucher scheme.
	Digital BNES - OPCR	3,576	-	3,576	-	3,576	Provisional Approval	Business Case & Funding Bid Required on Open Programmable City Region
Economy & Culture Total		8,076	-	8,076	-	8,076		
Economic & Community Regeneration Total		10,023	4,131	14,154	3,259	10,895		

Portfolio / Service	Project Name	Cost			Funding		Approval Sought	Comments
		2018/19 £'000	2019/20 Onwards £'000	Total 5 Year Cost £'000	Borrowing / Capital Receipts £'000	Grants / External Funding £'000		
Transformation & Customer Services								
Strategy & Performance	Bath Area Forum – CIL Funded Schemes	523	-	523	-	523	Provisional Approval	Equivalent to the Parish Element of Local Schemes, Addition to Existing Programme
Strategy & Performance Total		523	-	523	-	523		
Transformation & Customer Services Total								
		523	-	523	-	523		
Other								
Other	Corporate Capital Contingency Addition	50	-	50	50	-	Provisional Approval	Increase to Existing Programme Item
Other Total		50	-	50	50	-		
Other Total		50	-	50	50	-		
Grand Total		81,321	42,222	123,543	90,508	33,035		

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Portfolio / Service	Project Name	Cost			Funding		Approval Sought	Comments
		2018/19 £'000	2019/20 Onwards £'000	Total 5 Year Cost £'000	Borrowing / Capital Receipts £'000	Grants / External Funding £'000		
Economic & Community Regeneration								
Housing	HIF Foxhill Equity Loan Scheme	2,000	4,000	6,000	-	6,000	N/a - awaiting grant confirmation	Bid Submitted, Awaiting Feedback
Housing Total		2,000	4,000	6,000	-	6,000		
Regeneration	BWR Phase 2	500	13,000	13,500	1,000	12,500	N/a - awaiting grant confirmation	Bid Submitted for housing enabling infrastructure, Awaiting Feedback
	HIF Keynsham & Whitchurch Infrastructure	4,000	56,000	60,000	-	60,000	N/a - awaiting grant confirmation	Bid Submitted, Awaiting Feedback
	Somer Valley Business Centre	-	5,200	5,200	-	5,200	N/a - awaiting grant confirmation	Bid Submitted, Awaiting Feedback
	Somer Valley Enterprise Zone: Site Access	-	1,300	1,300	-	1,300	N/a - awaiting grant confirmation	Feasibility Funding Confirmed for 17/18, Further Bid to Follow.
Regeneration Total		4,500	75,500	80,000	1,000	79,000		
Economic & Community Regeneration Total		6,500	79,500	86,000	1,000	85,000		
Transport & Environment								
Highways & Transportation	A37 to Somer Valley Enterprise Zone	-	2,520	2,520	-	2,520	N/a - awaiting grant confirmation	Site Access Feasibility Funding Confirmed for 17/18, Further Bid to Follow.
	Belluton Junction Improvements	-	500	500	-	500	N/a - awaiting grant confirmation	Bid to Follow Pending Confirmation of Key Route Network.
	Freezing Hill	690	810	1,500	-	1,500	N/a - awaiting grant confirmation	Feasibility Funding Confirmed for 17/18, Further Bid to Follow.
	Hicks Gate Roundabout Improvement	2,350	2,350	4,700	-	4,700	N/a - awaiting grant confirmation	Feasibility Funding Confirmed for 17/18, Further Bid to Follow.
Highways & Transportation Total		3,040	6,180	9,220	-	9,220		
Transport & Environment Total		3,040	6,180	9,220	-	9,220		
Grand Total		9,540	85,680	95,220	1,000	94,220		

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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:

<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
5TH FEBRUARY 2018				
5 Feb 2018 7 Feb 2018 13 Feb 2018 E3004	Resources PDS Cabinet Council	Budget and Council Tax 2018/19 and Financial Outlook	Donna Parham, Andrew Pate Tel: 0122539, Tel: 01225 477300	Strategic Director - Resources
16 Jan 2018 22 Jan 2018 24 Jan 2018 30 Jan 2018 5 Feb 2018	PHED PDS CTE PDS HWSC CYP PDS Resources PDS	Council Operational Plan	Louise Fradd Mike Bowden, Jane Shayler Andrew Pate Tel: 01225 395385 Tel: 01225 395610, Tel: 01225 396120 Tel: 01225 477300	Strategic Director - Place Strategic Director - People Strategic Director - Resources

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
21ST MARCH 2018				
21 Mar 2018	Resources PDS	Human Resources and Workforce Planning	Cherry Bennett Tel: 01225 47 7203	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	Cherry Bennett, Maria Lucas Tel: 01225 47 7203, Tel: 01225 395171	Strategic Director - Resources
21 Mar 2018	Resources PDS	Budget Monitoring	Donna Parham Tel: 0122539	Strategic Director - Resources
21 Mar 2018	Resources PDS	Update on demand for Printing, Catering and Cleaning services and future delivery options		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				

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

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