



**Note of the meeting of the Bath City Forum
held on Tuesday, 13th September, 2016
in Banqueting Room - Guildhall, Bath**

Meeting Attendance

In Attendance		
Councillor Patrick Anketell-Jones		
Councillor Rob Appleyard		
Jeremy Boss		
Councillor Fiona Darey		
Van DuBose		
Carrie-Ann Evans		
Adrian Fallows		
Councillor Andrew Furse		
Councillor Bob Goodman		
Sally Harris		
Mark Hayward		
Michael Hill		
Matt Humberstone		
Pam Jones		
Robin Kerr		
Tracey Long		
Penny McKissock		
Councillor Michael Norton		
Councillor Lin Patterson		
Councillor Christopher Pearce		
Paul Pennycook		
Rosie Phillips		
Councillor June Player		
Councillor Joe Rayment		
Dr Christopher Roche		
Councillor Dine Romero		
George Samios		
Ian Savigar		
Councillor	Shaun	Andrew
Stephenson-McGall		
Kevin Thatcher		
Andy Thomas		
Lorinda Trebaczyk		
Councillor Peter Turner		

John Wilkinson

Apologies Received from

Ashley Ayre

Councillor Paul Crossley

Dave Dixon

Patricia Griffin

Caroline Kay

Nigel Sherwen

1. Welcome and apologies for absence

Andy Thomas opened the meeting and welcomed all attendees to the Forum's AGM. Apologies were recorded. Andy Thomas asked the Forum to note in particular that, although apologies had been given for the meeting on this particular occasion, the Council's new Chief Executive Ashley Ayre was now providing full support and assistance as Forum Sponsor, following on from the role and contributions that Jo Farrar had undertaken as sponsor.

2. Declaration of Interests

Forum members were asked to declare any interests pertaining to the evening's agenda..

Joe Rayment declared a professional interest as he had recently moved into a new employment role at DHI, with Rosie Phillips, who is a co-opted forum member, as his line manager.

3. Election of Chair and Vice Chair of the Forum

Andy Thomas outlined the procedure for the election of the Chair and Vice Chair, as had been circulated with the agenda.

Election of Chair

Councillor Bob Goodman was proposed by Councillor Joe Rayment and seconded by Councillor June Player. As there were no other nominations, Councillor Bob Goodman was elected unopposed.

Councillor Bob Goodman thanked the forum for his selection and agreed that, in order that would be seen to be fully impartial, Andy Thomas be requested to conduct the election for the position of Forum Vice Chair.

Election of Vice Chair

Andy Thomas noted that the following had been received in advance:
Jeremy Boss had been proposed by Van DuBose and seconded by Robin Kerr

Michael Hill had self-proposed himself, and this nomination was seconded from the floor by Councillor Patrick Anketell-Jones.

From the floor, Rosie Phillips was nominated, proposed by Councillor Fiona Darey and seconded by Penny McKissock.

Andy Thomas invited each of the candidates to speak for no more than two minutes in support of their nominations

Following this Councillor Joe Rayment proposed that a secret ballot be conducted; this was seconded by Councillor Dine Romero. This proposal was agreed by 16 votes for and 4 votes against.

A secret ballot election then took place. Andy Thomas returned the result of the secret ballot and announced that Rosie Phillips had been elected as Vice Chair of the Bath City Forum for the next year.

4. Co-opted membership

Councillor Bob Goodman highlighted to the meeting that a co-opted member of the forum has resigned and therefore a place had become available.

He proposed that a co-optee selection panel be convened by the Forum, consisting of the Chair and Vice Chair and three others.

Councillor Dine Romero felt that the Forum needs to find ways of achieving a mix that reflects a diverse City.

Cllr Romero put her name forward to serve on the selection panel, seconded by Councillor Andrew Furse

Councillor Lin Patterson proposed Sally Harris to be on the selection panel, seconded by Councillor Dine Romero

Councillor Joe Rayment put his name forward for the selection panel, seconded By Councillor Shaun Stephenson-McGall seconded.

Robin Kerr proposed Jeremy Boss for the selection panel, seconded by Councillor Patrick Anketell-Jones seconded.

Councillor June Player commented that when co-opted members were originally selected there had been a discussion that if a position opened up the original candidates would be re-visited and a local community member who had put their name forward would be considered.

Councillor Dine Romero asked if the new member would serve for either one or two years. Andy Thomas explained that the approach to be taken will need to be agreed by the selection panel itself.

Councillor Lin Patterson asked for clarification as to the role of co-opted members on the selection panel, if they are seeking to be re-elected next year. Councillor Rayment highlighted that all other co-opted members have chosen to serve a second year and so were not involved in this particular round of selection.

The Chair said that although the Terms of Reference envisaged 5 members of the panel, he regarded the names put forward as an excellent mix from across the Forum's membership, and

asked if the Forum was in agreement to those named forming the selection panel in this case. This was agreed without a vote.

Councillor Bob Goodman proposed that all co-opted members have their periods of co-opted membership extended by a further year, other than the co-optee who had resigned. This was agreed Councillor Dine Romero asked if the two year term was the reason for the resignation and Councillor Goodman clarified that this was not the reason.

5. Bath City Forum: Agenda Plan and Meetings Schedule

A draft agenda plan had been circulated

Cllr Goodman asked that priorities be fed through to officers to shape this

Councillor Goodman suggested that he and the new vice-chair expand the invitations to the agenda setting meetings. Councillor Dine Romero agreed that an expanded group for setting agendas would be an excellent way to proceed

Councillor Fiona Darey asked that when the dates are considered for the agenda that consideration is given to when other reports on the subject matter are being completed.

Councillor Goodman suggested that the selection panel agreed earlier in the meeting be invited to agenda setting meetings, Councillor Dine Romero agreed with this proposal.

Robin Kerr felt that the Forum needs to be tasked with getting successes for improvements to Bath. There are important topics such as flooding that need to be worked upon.

Van DuBose agreed that it was necessary to focus attention on our long term ambitions as a working group and not just a talking group. The leadership that we provide needs to match our mission and long term agenda planning. He felt that a group of members considering agenda planning should comprise different members than for the selection panel. Councillor Dine Romero suggested that there was the ability to make changes to the panels as time progresses.

After discussion, the proposal that the selection panel members be invited to agenda-setting meetings was put to the vote and agreed by sixteen votes in favour and one vote against.

6. Other working arrangements

Report back from sub groups:

CIL

Michael Hill highlighted developments such as North and South Quays and the Enterprise area, and the need to focus attention and gain a clearer understanding of the operation of CIL. There needs to be a pathway that shows where we go next; how we get further involved; and what the forum will bring as an insight to how CIL is used.

Major Developments

John Wilkinson explained that various stakeholder meetings had taken place regarding the North and South Quays enterprise area and the plans for the new bridge spanning the river are advancing well. There is an aim to make Bath a business destination where new jobs are created and existing businesses want to remain in the City. John made an offer to attend any groups that wish to discuss topics further, all views are welcomed.

Independent Traders

Councillor Peter Turner explained that he is involved with a group of sixty independent traders that have been brought together as part of the positive projects that are being supported by Bath Tourism Plus. Peter has taken on the role of the Chair to the Independent Traders Strategy Group. This work is not directly associated with the Forum but its work will be shared with it. Peter has linked up with John Wilkinson and Ben Woods at the Council linking in with projects. Peter explained that there is a need to protect the diversity of independent businesses and plan this in to developments to ensure their sustainability.

Councillor Dine Romero asked if the remit that Peter has includes empty retail premises. Peter confirmed that it does.

Councillor Dine Romero asked if councillors were to be involved in the input to discussions regarding planning issues, could their discretion be fettered when plans are later considered by Development Control Committee stage. John Wilkinson advised that councillors indeed such members operated under this constraint.

Jeremy Boss welcomed Councillor Peter Turner's approach to getting involving independent traders but felt the forum needed to be within the Forum rather than being separate. Andy Thomas explained that the aim was simply not to duplicate effort with Bath Tourism Plus work. John Wilkinson explained he was encouraged by the work so far, Bath Tourism Plus is an organisation that is supported by the Council and has the resources to carry out the work. Councillor Peter Turner agreed to keep the forum up to date with progress at future meetings.

Future agenda suggestions

Councillor Andrew Furse made several suggestions on issues for consideration.

- 1) Homelessness and vagrancy
- 2) Coaches – the solution needs to be wider than moving coaches from specific streets as disbursement only moves the problem elsewhere. There needs to be a clear long term strategy.

Councillor Peter Turner agreed that coaches are a big problem particularly on Pulteney Road and Bathwick Street. Peter has discussed the issues with Andrew Dunn and enforcement cameras are an option to assist the issues. Peter added that he has support for action from the Coach Drivers Club. Cllr Furse highlighted that the solution needs to be wider than moving coaches from specific streets as disbursement only moves the problem elsewhere. There needs to be a clear long term strategy.

Robin Kerr reiterated the need to link the coach strategy to the wider transport strategy. Councillor Dine Romero added that the physical damage to the roads needs to be included. John Wilkinson agreed to bring the strategy to a future forum meeting for consideration.

7. Police Update

Kevin Thatcher explained that homelessness and rough sleeping was being tackled with B&NES Council and its partners through a number of initiatives, but these issues are not always easy to solve. People are being helped to get the support they need. Milsom Street and Kingsmead Square have been highlighted as “problem” spots and discussions with local traders were taking place that evening.

Kevin explained that there has been an apparent rise in drug related crime in Snow Hill and elsewhere in the city. Where these problems occur dwelling burglary and vehicle crime have also seen higher levels of reports. Police action and enforcement is leading to a reduction in reports in these areas.

Questions:

- 1) Councillor Dine Romero asked about the issue of rough sleeping and the problem of people being moved on and displaced elsewhere Kevin Thatcher replied that yes it is a problem but wherever possible people are encouraged to get support from organisations able to help. Where people refuse to engage, action can be taken against them.
- 2) Councillor Patrick Anketell-Jones suggested that he had seen a significant increase in drug related activity in Snow Hill and Lansdown. Kevin Thatcher replied that he was aware that dealers from other towns were infiltrating the city and the police are cooperating with other forces to both monitor and solve the problem.
- 3) Councillor Fiona Darey asked if Kevin could give an update on crimes against women in particular and also female students bearing in mind the impending new intake of students.
Kevin Thatcher replied that he was working closely with partners and monitoring the situation.
- 4) Matt Humberstone asked Kevin what was being done to eradicate bias within the police force against BME groups.
Kevin Thatcher replied that a great deal of training had and was continuing to take place to eradicate bias, the IAG scrutinises areas such as ‘stop-search’ to ensure that officers are acting ethically.
- 5) Rosie Phillips asked Kevin how he was ensuring that victims of controlling behaviour and so-called “cuckooing” were being supported and protected.
Kevin Thatcher replied that the key is that people effected and community organisations speak out and report such behaviour otherwise the police cannot act.
- 6) Councillor Peter Turner asked about the problem of begging near cash points and the possibility of additional CCTV.
Kevin Thatcher replied that statements had been taken and CCTV footage checked leading to specific enforcement to eradicate the problem, although displacement

problems still apply. He mentioned that all officers would be equipped with body cameras to ensure transparency.

8. Waste Services Update

Lorinda Trebaczyk and Pam Jones demonstrated a gull-proof bag and a wheelie bin. It was explained that the sack and wheelie bin had the same capacity.

Various questions were asked and concerns expressed about the wheelie bins in particular:

- A problem with HMOs and flats leaving the bins outside permanently due to lack of storage casing an eyes re in a world Heritage site.
- The problem of sacks being left hanging on railings due to the lack of storage.
- The concern about the wind blowing the bins about, bins being stolen or used for pranks.
- It was suggested that Pam visit certain streets to see the problems for herself.
- The issue of the need for some people to have assisted emptying and moving of bins.
- The amount of waste generated by dwellings with a high number of flats being too great for the receptacles provided.
- Areas where there is a high turnover of tenant's will require regular information on how the scheme works.
- Enforcement of non-compliance with disposal was also raised as an issue.

Pam Jones thanked members for their feedback and said it would be factored into the Council's thinking in relation to roll-out particularly those issues which had been raised previously, she also highlighted the availability of assisted collections. Councillor Joe Rayment asked for the benefits of wheelie bins to be explained. Pam Hunt replied that the aims are to save money and to increase recycling.

Councillor Michael Norton asked if individual households will be given the option to opt out of having the wheelie bin provided. Pam Jones explained that this was the first time this question had been presented and she would need to come back with an answer.

Councillor June Player explained that an area in Exeter called St. James should be looked at for evidence of how the introduction of this scheme will work.

George Samios suggested that working with schools to encourage children to get involved would be fruitful and volunteered for his school to host a workshop..

Lorinda Trebaczyk asks forum members to let her know of any other groups that she could speak with about the changes.

A request was made for Pam Jones to distribute data regarding the proportion of recycling that is taking place in Bath.

George Samios suggested that working with schools to encourage children to get involved would be fruitful.

Lorinda Trebaczyk asks forum members to let her know of any other groups that she could speak with about the changes.

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9. Minutes and actions arising from the meeting of 26 April 2016

The minutes were proposed by Robin Kerr as an accurate record of the last meeting, seconded by Councillor Joe Rayment.

10. Presentation on inequalities in Bath

A Presentation (attached) regarding inequality in the City was given by Rosie Phillips and Penny McKissock.

- 1) Councillor Bob Goodman asked how the authority could increase the affordable housing stock. Rosie Phillips replied that the Universities should be mindful of the impact that so many students have on supply and demand and therefore affect rental values for rented accommodation. New developments should keep the character of Bath and add to making the City a desirable place to live. There is a need to developers to be mindful of the need for affordable housing that gives people a genuine opportunity to both buy and rent.
- 2) Patrick Anketell-Jones asked if anything was being done to encourage children to stay on in education and therefore improve their chances of rewarding work. Penny McKissock replied that the problem is that attitudes to education are entrenched in families inter-generationally.
- 3) Councillor Lin Patterson asked if individual counselling was still available to Southside clients in need of such support. Penny McKissock explained counselling is available but often clients are not ready for therapy until they have had a fair degree of preparation.
- 4) Councillor Dine Romero thanked both for the presentation and complimented the work being done. She asked if the same degree of stigma with regard to employability is attached to certain areas such as Whiteway and Twerton. Penny McKissock explained that a "can do" attitude is required and that persistence can pay off. When employers make it possible to offer apprenticeships, this is a great help to self-esteem.
- 5) Councillor Joe Rayment commented on the importance of the support given to keep students from poorer backgrounds in school. There is a stigma attached to poverty at a young age, such as the need to receive free school meals. The gap between wards for people who go to University in Bath is massive, only 9% from Twerton and 92% from Bathwick.

11. The Libraries Future' Project

Ian Savigar and Tracy Long gave a presentation (attached) on The Libraries Future' Project.

The forum was asked for suggestions on what could be done in Bath to help with this

Questions / Comments:

- 1) Councillor Joe Rayment asked; are cost being saved by moving to unpaid volunteers; is there data available by ward for library usage and who are the 10% that can't access libraries online?

Ian Savigar replied that where volunteers have been used in areas such as Paulton this has allowed for hours to be extended but there may be the need to look at this differently in future.

Surveys have been carried out on usage in the central Bath library and this shows a mix of residents and visitors have a variety of uses for the space. The usage ranges from a meeting place, somewhere to read, a warm place, a safe place alongside borrowing items and use of the internet.

The 10% of people without internet may never have this, although this may change on the future. and there are specific services for housebound People to receive books in their own homes

- 2) Christopher Roche made the point that any loss in services will disadvantage; young people of school age; single parents and those making use of service after school see libraries as a lifeline. The idea of cuts to service sets of alarm bells that say that the most disadvantaged in society will be those who lose the most.

Tracy Long explained that the emphasis is on redesigning the services so they meet local needs which may not be being currently met, but in a better way. This means looking at delivering the service differently.

- 3) Councillor Shaun Stephenson-McGall felt that there is a need to look at joint working with the Universities on a larger space for delivery in Moorland Road. Shaun added his thanks for the initiatives that are being taken to bring more people into libraries.
- 4) Councillor Lin Patterson paid tribute to the wonderful and professional help that had been received when setting up the library provision at New Oriel Hall in Larkhall. The provision works well and is not a backward step as it actively involves the local community.

Ian thanked Lin for her comments and felt that areas presently served by the mobile service could learn from New Oriel Hall

12. AOB

Charity Picnic

Councillor Michael Norton explained that he is planning to run a charity fundraising picnic in 2017 with a Jane Austin theme. Lessons have been learnt from the first picnic that took place earlier this year.

CIL

Councillor June Player asked for clarification on the way that CIL money is to be spent after it has been generated by a specific ward. Councillor Dine Romero asked if a fuller definition could be provided, something that explains the definition of locality

Andy Thomas explained that the local portion of CIL is designed to help with the demands of s development within a neighbourhood. The Forum had agreed a process for managing this and would need to meet as appropriate.

Councillor Bob Goodman added that the topic of CIL is important and the Forum will need to continue to look at this.



Inequality in Bath: Why it matters

Rosie Phillips, CEO, Developing Health & Independence (DHI)

is a charity working with vulnerable and socially excluded people across BNES.

Bath specific services include: Homeless Outreach, Reach (housing support) and supported housing; Drug and alcohol treatment; social prescribing.

Penny McKissock, CEO, Southside is a charity based in

Twerton offering targeted family support and domestic abuse services for high risk victims across B&NES. Sexual violence, mental ill health, substance abuse, debt, housing issues, poverty are very common issues for the individuals and families we support. Nearly 70% of our paid workers were previously service users

Context

- Marmot
“The lower ones social and economic status, the poorer one’s health is likely to be”
- The gap between the rich and poor is getting bigger
- Infant mortality and life expectancy figures are both moving in the wrong direction

Debt/fear of debt is often at the heart of inequality and the mental stress it creates.

- Higher rates of mental health problems and poorer physical health
- Lack of opportunity (poor employment, social and physical mobility)
- No buffer to life's up's and downs.
 - Near constant risk of **debt** and its crippling effects
 - Increased likelihood of drug or alcohol use becoming problematic
 - Increased likelihood of exposure to violence
 - Increased likelihood of being a victim of crime..... or of committing crime e.g. Domestic violence, drugs, anti social behaviour
-plus the significant costs of inequality on the wider community (crime, anti-social behaviour, costs to health and other statutory services and the welfare state)

Housing

Housing is the single biggest debt or cost for people

Severe lack of affordable housing for rent in Bath

Growing number of Reach clients with growing debts

Exacerbated by:

- Local Housing Allowance

- Welfare reforms (notably under-occupancy change and council tax benefit reduction)

- and* because universal credit default is that payment goes to tenant
....this has made landlords more risk averse

Case Study

A man with diabetes and considerable debt problems was being admitted to A&E frequently.

“He used A&E a lot as he simply went in to diabetic ketoacidosis (DKA), a life threatening condition. He was perfectly capable of understanding his diabetes but, through **debts** often could not afford food, let alone purchase a fridge and had become **completely despondent**. DHI referred him for debt advice... supported him applying to get a grant for a fridge and some basics he needed to live... **This client's A&E attendances have reduced by 50%**. He now largely manages at home and has joined a local club where he has made some connections, which has given his spirits a lift.”

Dr Richard Berkley

What can Bath City Forum do?



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Bath and North East Somerset Library Service: Finding the way forward for Bath City

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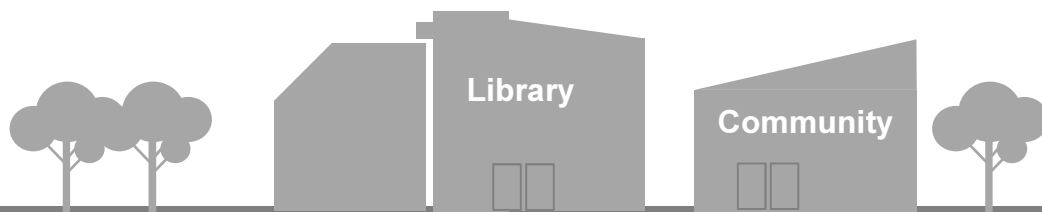


**Bath & North East
Somerset Council**

LibrariesWest



Minute Item 11



Did you know? Bath and North East Somerset Library members have access to 2.5million items through the shared LibrariesWest catalogue.

Facing the challenge

Few library services have escaped spending cuts and Bath and North East Somerset is no exception. Financial pressures continue to set the agenda, but there are other important factors determining policy and driving change.

Our libraries - real and online - serve a changing society with shifting habits and priorities. Speed, convenience, 24-hour availability and easy access are what most people want.

Bath and North East Somerset will continue to develop universal library services to meet modern-day customer lifestyles and preferences. At the same time we must provide services that meet the needs of each community, plus more targeted services for those who need them most - including the more vulnerable and disadvantaged in local society.

Shaping the future

Libraries should play a key role in supporting the delivery of the Council's strategic priorities, offering a service that supports people in fulfilling their potential through learning, access to information and IT, enabling and encouraging literacy, and functioning as community spaces which everyone values and uses.

Greater community involvement in service delivery will contribute to the Library Service being able to continue to provide a high quality, sustainable service with reduced financial resources.

Our priorities are to remain relevant to our wider customer base, to drive down costs, and to improve efficiency. In future there will be more focus on communities and on designing services to meet their needs.

Digital Society

The Government continues to drive digital by default - which means it is publishing more information and conducting more transactions, including welfare benefits, online.

Bath and North East Somerset Library Service has a key role to play in making sure people are not left behind - so we want to support the communities in promoting digital literacy and e-government.

All our One Stop Shops, libraries, and the mobile library already have free public computers and internet access.

Library members can also use the LibrariesWest website and LibrariesWest App 24/7 to search the catalogue, reserve and renew items.

We will also train our staff to improve their digital skills.

Digital support will be provided to ensure that local people without a computer or the internet at home - or those who lack the skills or confidence to use them - are not excluded.

89% of the population nationally have access to the internet, with the vast majority of users going online to engage in conversations with friends, colleagues, organisations or the wider community.

Around 10% of the local population in Bath and North East Somerset don't have access to the internet.



Volunteers

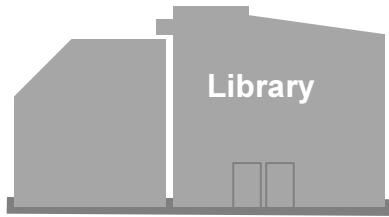
Volunteers are no longer supplementary but a key component supporting the delivery of local services.

We could:

- Widen and enhance our existing volunteer programme.
- Develop and define the roles of volunteers.
- Initiate an engagement and training programme to ensure that volunteers are fully supported in their role.

More than 130 volunteers already give their time to Bath and North East Somerset run libraries, supporting trained librarians to deliver a variety of library services.

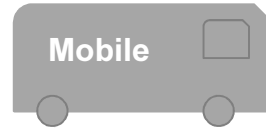
Where we are now



Eight Council run Libraries across the area.



Four Community Libraries managed by local groups or organisations.



One Mobile Library visiting 38 distinct communities, with 86 stops over a two week rota.



Electronic self-service systems and a virtual library service providing 24-hour access to library catalogues, e-books and e-audio books downloads, renewals, reservations and information.

Did you know? We also have a volunteer run Home Library Service which is available to anybody who is unable to get to their local branch or mobile library stop.

The Library Service moved in to the Resources Directorate from August 2013, and now, as part of Customer Services, is well placed to reflect the changing nature of community and individual needs.

In October 2014, Keynsham Library, Registrars, front-line council services and a whole range of other public and voluntary services moved in to the Council's new Keynsham One Stop Shop.

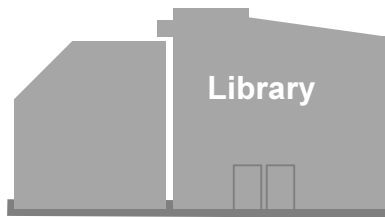


Together we work with an increasing number of partner organisations and share premises to provide access to a wider range of local services under one roof.

This is both convenient for customers and more cost-effective.

Did you know? All existing Council run and Community Libraries are operated by a combination of trained librarians and a dedicated team of volunteers.

Where we are now in Bath City



Three Council run Libraries:
Bath Central, Weston &
Moorland Road



Two Community Libraries:
New Oriel Hall, Larkhall &
Southside Youth Hub



The Mobile Library
visits Combe Down,
Odd Down & Newbridge



Main Library use by Ward (% of users)

Mobile Library Routes - Bath

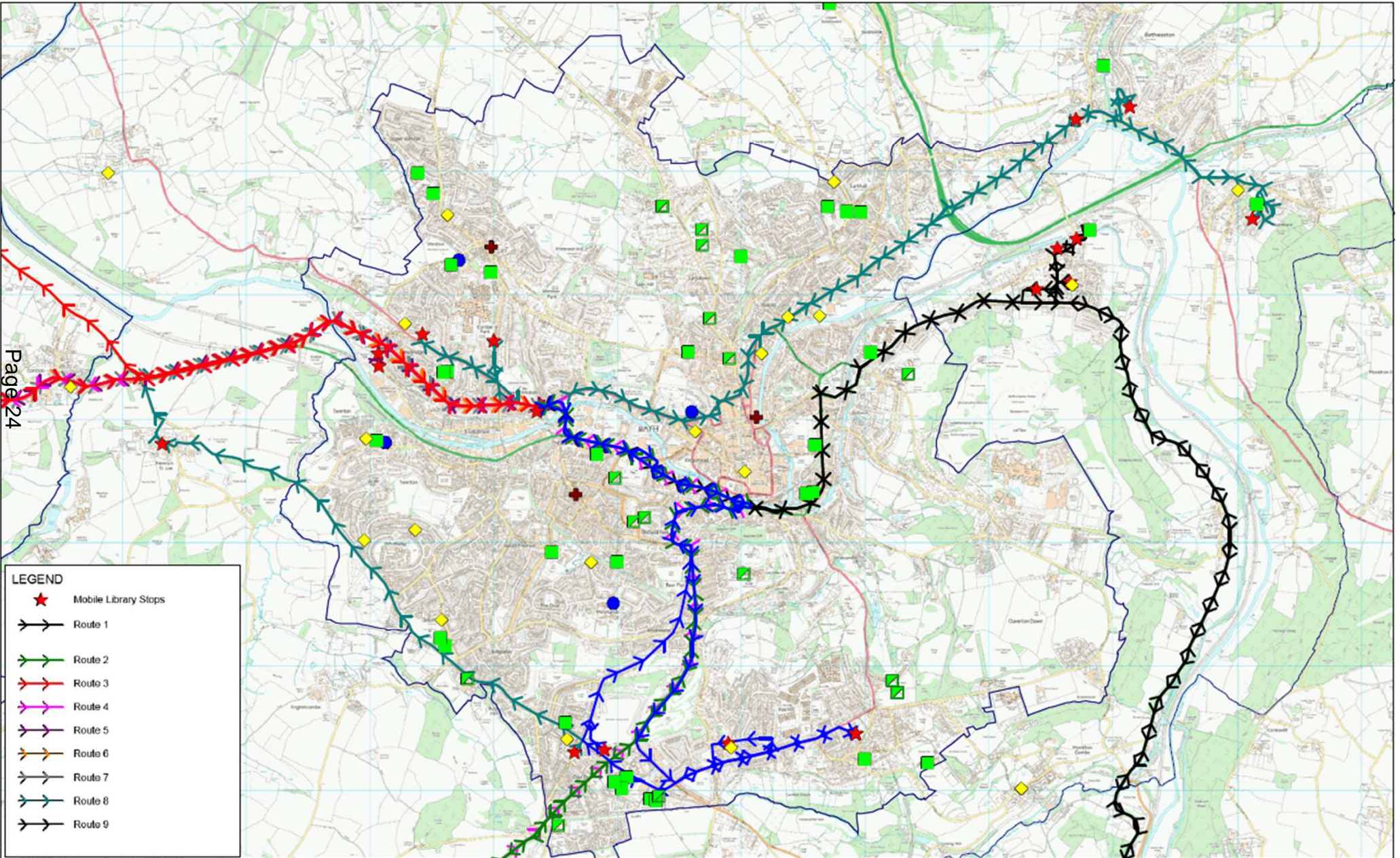
COMMUNITY FACILITIES Brown - libraries; Green - schools; Blue - childrens centres; Yellow - halls

Compiled by on 12 September 2016

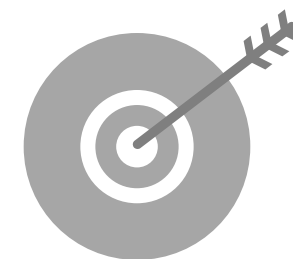
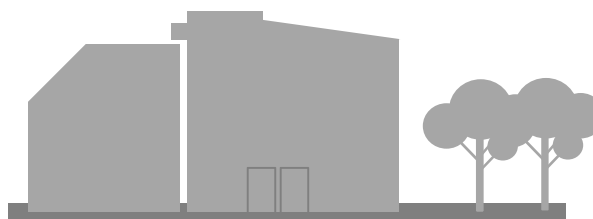
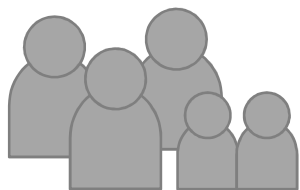
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Bath & North East Somerset Council
Lewis House,
Manvers Street,
Bath BA1 1JG
Tel 01225 477000



What next?



People

Bath and North East Somerset Library Service will have to make more savings over the next three years.

So we need to target our resources to where they are most needed and can do the most good. We will:

- Concentrate efforts on both ends of the age spectrum - children and older people.
- Focus on services to help the housebound, the unemployed, people with health issues, and those who lack computer or internet skills

Places

In future there could be less emphasis on separate buildings and more focus on providing a wider range of partner services, potentially through a network of community hubs. We will:

- Work with communities to understand their needs and find the right solution for them.
- Ensure that our communities have the support they need to enable them to meet the needs of the local people.

Principles

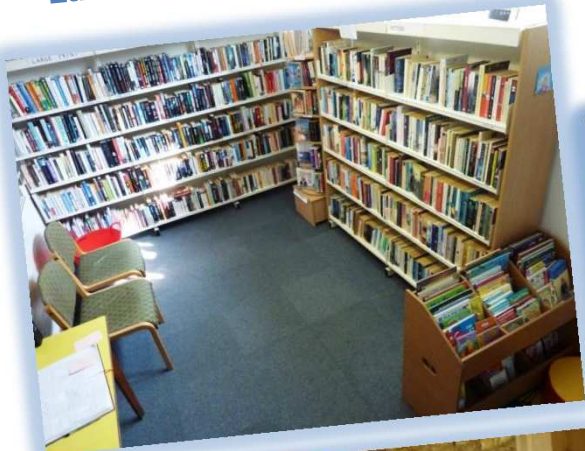
Resources and services will be targeted effectively and efficiently, in line with the Council's Corporate Strategy.

Library Service development will be guided by these key priorities. We will:

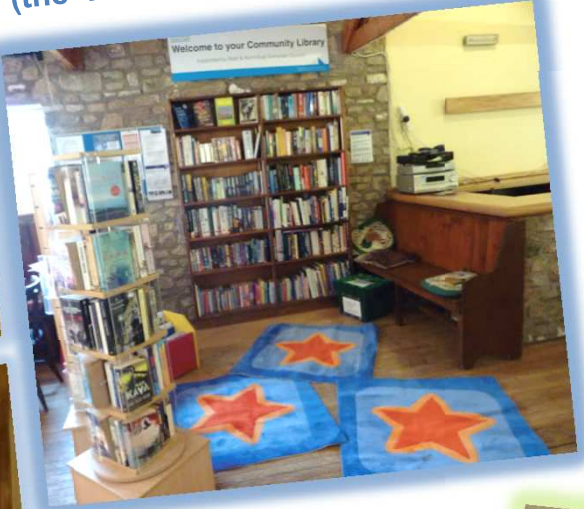
- Uphold our statutory duty for the provision of library services.
- Provide access to a wide range of books and reading material to all library users.
- Make the most of digital technology and creative media.
- Ensure that libraries are resilient and sustainable, acknowledging that one size does not fit all.
- Support business community needs by developing skills and learning.

What are we already doing in Bath and North East Somerset?

Larkhall Community Library



Chew Stoke Community Library (the 'Hub in a Pub')



Paulton Hub



Combe Hay Community Library

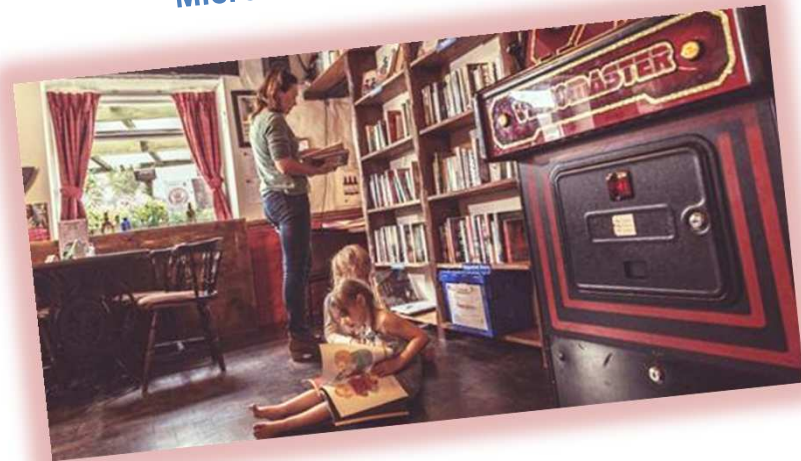


What are other communities doing?

Harbury Community Library
Warwickshire



Micro Libraries in Cornwall



What could we do in Bath?

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The plan

In summary, we aim to:

- Engage with local communities to clearly understand our customers and their needs.
- Work with partners so we all make the most of available resources.
- Understand our costs - and what we can achieve for the money.
- Make sure we have a flexible workforce with the right skills.
- Explore emerging technologies.

A more collaborative approach, working closely with internal and external partners, will help to drive down costs, improve access to services and increase the impact they have on our communities.



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