

# Communities, Transport and Environment Policy Development and Scrutiny Panel

**Date: Monday, 22nd January, 2018**

**Time: 4.30 pm**

**Venue: Council Chamber - Guildhall, Bath**

**Panel members please note there will be a Panel briefing in the Chamber at 4pm.**

**Councillors:** John Bull (Chair), Brian Simmons (Vice-Chair), Neil Butters, Alan Hale, Richard Samuel, Peter Turner, Patrick Anketell-Jones, Ian Gilchrist and Michael Evans

Councillor Mark Shelford (Cabinet Member for Transport and Highways)  
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.

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4. **Public Speaking at Meetings**

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

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**Communities, Transport and Environment Policy Development and Scrutiny Panel -  
Monday, 22nd January, 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 (Pages 5 - 12)

8. CABINET MEMBER UPDATE

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

9. TRAM STUDY (Pages 13 - 60)

A Tram Study report by Atkins is attached. There will also be a presentation at the meeting.

10. BATH AIR QUALITY ACTION PLAN UPDATE (Pages 61 - 64)

An update report on the National Air Quality Plan is attached. There will also be a presentation at the meeting.

11. COUNCIL OPERATIONAL PLAN (Pages 65 - 132)

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.

12. PANEL WORKPLAN (Pages 133 - 136)

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 senior officers.

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

**BATH AND NORTH EAST SOMERSET**

**MINUTES OF COMMUNITIES, TRANSPORT AND ENVIRONMENT POLICY  
DEVELOPMENT AND SCRUTINY PANEL MEETING**

Monday, 4th December, 2017

Present:- **Councillors** John Bull, Brian Simmons, Neil Butters, Alan Hale, Richard Samuel, Patrick Anketell-Jones, Ian Gilchrist, Michael Evans and Anthony Clarke (in place of Peter Turner)

**45 WELCOME AND INTRODUCTIONS**

The Chairman welcomed everyone to the meeting.

**46 EMERGENCY EVACUATION PROCEDURE**

The Chairman drew attention to the emergency evacuation procedure.

**47 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

Councillor Peter Turner gave his apologies and was substituted by Councillor Tony Clarke.

**48 DECLARATIONS OF INTEREST**

There were none.

**49 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN**

There was none.

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

The following people made statements to the Panel:

Robin Kerr – Federation of Bath Residents Associations made a statement regarding the Council's Coach Strategy. *A copy of this statement is attached to these minutes.*

In response to a question from Councillor Evans, Mr Kerr suggested that Pickfords would be a good place for coaches to drop off or possibly Pulteney Road. He further explained that coaches do not need to drop people off in the city centre and there is an opportunity for a transport revolution in Bath with the new Transport Strategy.

Rachel Demuth – Resident and business owner made a statement regarding Coach Parking Strategy. *A copy of this statement is attached to these minutes.*

The Divisional Director for Environmental Services, Martin Shields was asked to comment on the Riverside Coach Park. He stated that, while not within in his remit, he could explain that the coach park is part of the regeneration scheme for Bath Quays. He explained that alternatives have been looked at – for example Oddown Park and Ride and arrangements for short stay parking are under review.

Councillor Samuel asked how the coaches affect the business. Rachel Demuth explained that she cannot open the windows in the summer as coach drivers do not turn their engines off due to the air conditioning. She explained that there are queues of coaches, some large coaches which affect pedestrian safety, cause noise, pollution and block disabled access. Councillor Anketell Jones stated that a list of the names of the coach companies would be useful.

Patrick Rotherham – made a statement regarding the Parking Strategy. *A copy of this statement is attached to these minutes.*

Councillor Samuel asked if Mr Rotherham thought that the one way system in the centre encourages people to drive around in circles. Mr Rotherham agreed and stated that Milsom Street is a classic case where there are 20 parking spaces generating a huge amount of traffic.

Adam Reynolds – made a statement regarding the Parking Strategy. *A copy of this statement is attached to these minutes.*

Responding to a question from Councillor Bull Mr Reynolds explained that there should be zones across the whole city where people can park for 4 hours or less but if they park for the whole day, they must have a ticket or a permit. He also suggested that residents be issued a reporting App where a traffic warden on an electric bike can respond – cop-operation between the community and the Council.

Councillor Samuel stated that his ward is flooded with cars from the East of the city and asked if his proposal would fix this. Mr Reynolds explained that the whole of a Bath is a park and ride site and he proposes that there is a congestion cost to park in the city and the price of a bus pass should be similar to driving and parking.

Councillor Butters asked if there would be a financial benefit to the Council in his proposal. Mr Reynolds explained that if there is less parking then the Council would get less money but would also be getting less air pollution. The Division Director explained that any money raised through parking would be ring-fenced for transport issues.

*Note minute 56 – Panel members agreed a small working group to look at Adam Reynolds proposal on parking policy.*

Gillian Risbridger – made a statement regarding the Parking Strategy. *A copy of this statement is attached to these minutes.*

## 51 MINUTES

The Panel confirmed the minutes of the 18<sup>th</sup> September 2017 meeting as a true record and they were duly signed by the Chairman.

The Panel confirmed the minutes of the 13<sup>th</sup> November 2017 meeting as a true record, with the following amendments, and they were duly signed by the Chairman:

- Page 9 Councillor Hardman said that the volunteers would have to run the Youth Service, not that they already do.
- Moorland Road not Moreland Road.

## 52 CABINET MEMBER UPDATE

The Chair explained that Councillor Mark Shelford, Cabinet Member for Transport and Highways was currently ill and introduced Councillor Bob Goodman, Cabinet Member for Development and Neighbourhoods who updated the Panel on the following regarding waste:

- It is the 5<sup>th</sup> week of the fortnightly waste collections, black bin waste has reduced significantly and the volume of recycling has been tremendous. There has been an increase in green bin waste and food waste recycling. The new arrangements have led to recycling being presented well and cleaner streets. There will be enforcement and further education in the New Year. There has been no increase in fly tipping but this is still being monitored. There have been a few issues with mis-collection but complaints are coming down. A big thanks for all who have worked on this.

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

Councillor Bull stated that the few issues in his ward have been dealt with efficiently by officers.

Councillor Hale stated that this had been a massive undertaking and had been delivered well. He asked if there was still some flexibility over people wanting a bag instead of a wheelie bin. The Division Director for Environmental Services explained that residents should share any concerns via Council Connect as allocations are still being reviewed.

Councillor Evans asked if was true that more affluent areas still have a weekly bin collection. The Cabinet Member explained that there is a small core area in the city where weekly collections continue, this is due to the buildings having no frontage and so that the bags would be hung on railings.

In response to a question from Councillor Gilchrist, The Cabinet Member explained that he is certain that the service is on course for a projected overall saving but cannot confirm at this stage.

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The Cabinet Member updated the Panel on the following regarding air quality:

- The situation on London Road must be addressed, there is some funding from the Government to take this study on. A draft report to DEFRA is due in March 2018. DEFRA are keen to see the air quality issue addressed.

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

Councillor Bull asked if there was a chance that the area could become a clean air zone. The Cabinet Member stated that everything had to be on the table.

Responding to Councillor Samuel, The Cabinet Member explained that the Council response to DEFRA was due in March 2018 – this will look at areas to reduce pollution levels. Firstly there will be options and levels of reduction followed by consultation. DEFRA are very keen to see a reduction.

### **53 SCRUTINY INQUIRY DAY - COMMUNITY SAFETY**

Councillor John Bull, Chairman of the Panel introduced the item. He explained that the Panel had looked at a number of aspects of Community Safety at the Scrutiny Inquiry Day (SID). He further explained that the areas looked at had widened. He pointed out the three recommendations in the report.

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

Councillor Butters asked if there was any funding. Samantha Jones, Inclusive Communities Manager, explained that all funding for community safety is from the Police and Crime Commissioners grant, there was no Council budget for community safety. A tremendous amount of work is being done by the authority and the police on a shoe string.

Councillor Hale stated that the work is well appreciated. He noted that there was little reference at the SID to anti-social behaviour whereas public concern on this issue is high. He explained that there was a large attendance at Keynsham Area Forum on the anti-social behaviour item. He further explained that he was concerned that only 8-10 police officers cover the whole of BANES when in response mode and this is less than it has been before. He added that the beat officer for Keynsham and Saltford now covers the whole of the Chew Valley. Another issue of concern is that there are now no officers primarily assigned to burglary. He stated his grave concern and stated that there must to communication to central Government on this issue. Councillor Hale said that he would write to his local MP.

The officer stated that there were 3 speakers at the SID who gave the national, regional and local perspective and all referred to anti-social behaviour as being a precursor to other types of violence and criminality such as cyber-crime, modern slavery and people trafficking. She further explained that the Home Office is consulting on PREVENT.

Councillor Anketell Jones asked about the contacts between the Council and the Muslim Community. The officer explained that there is some good and positive contact and members could help with this.

The Chairman thanked the officers, Donna Vercoe, Samantha Jones and Lores Savine for their work on the Scrutiny Inquiry Day which was interesting, successful and positive.

## **54 PARKING STRATEGY**

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

Panel members noted public statements on this issue (noted under item 6)

Councillor Hale asked what the cost would be to acquire Pickfords as a coach park. The Division Director for Environmental Services, Martin Shields explained that coaches are always encouraged to use the park and rides and if a free ride into the city is offered, the cost would have to be picked up by the Coach companies. He further explained that Pickfords is no longer available as a site.

Councillor Samuel stated that there should be a balance between the impacts of tourism and poor air quality. Regarding the Coach Strategy he commented that there is no word about environmental impacts and that officers and consultants should be asked to take the Strategy back and incorporate the missing elements. He explained that all documents should have environmental impacts. Councillor Goodman, Cabinet Member for Developments and Neighbourhoods explained that the information is being gathered, there is a vehicle recognition system in the city. Councillor Butters suggested that every report should contain a paragraph on 'Air Quality' considerations.

Councillor Butters asked what remit the staff in Terrace Walk have to police the coaches there. The Divisional Director explained that there were security officers there to support the Christmas Market and there is a warden who patrols Terrace Walk which is funded by 'Safe and Sound'. He stated that he would report concerns back to the relevant officers.

Councillor Clarke stated that the authority do not have the tools yet regarding air quality and WECA may put forward measures to help such as bypasses.

Councillor Simmons stated that on average tourists spend £30 a day in Bath, if coaches are stopped then shoppers will go to Cheltenham.

The Panel noted the recommendation made at the informal meeting:

- The Panel recommends that the Cabinet should reconsider the move to promote short stay parking and instead aim to remove short stay curb spaces to improve air quality and prioritise the use of these areas to residents, service vehicles or pedestrianisation.

The Panel made further recommendations:

- The panel considers that all transport related policies and strategies should contain air quality impact assessments in their proposals. The parking and coach parking strategies presented to the panel do not meet this standard and therefore require further work before being taken forward.
- Officers be asked to look at the practicality of coach drops offs outside the city centre and this should include a review of locations at Terrace Walk.

## 55 DOMESTIC ABUSE STRATEGY

Samantha Jones, Inclusive Communities Manager and Lores Savine, Community Safety Officer introduced the item and gave a presentation to the Panel on the following:

- Domestic Abuse – definition
- Guiding principles
- National Statistics
- Locally
- Objectives
- Examples of progress (multi agency working/Disclosure and Early Help)
- Improving support
- Next steps

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

In response to a question from Councillor Bull, the Community Safety Officer explained that housing benefit changes will affect provision. Councillor Samuel stated that MP's should be lobbied about these changes. Councillor Bull stated that the Panel will write to the MP.

Councillor Anketell Jones asked what the provision was for men and boys. The officer explained that male victims would also benefit from the VAWG (Violence Against Women and Girls). She also agreed that figures on prosecutions should be added in to the data.

Councillor Samuel asked how access to temporary housing was working. The officer explained that it generally works well but sometimes there is a logjam. Also people can move out of the area into neighbouring authorities. She explained that she did not have the data today but could get it. Some people are put into emergency accommodation.

The Chairman stated that the Panel support the strategy and will take up this issue of funding refuge provision (write to MPs).

## 56 PANEL WORKPLAN

The Panel noted the workplan and the following updates:

- John Bull to investigate 20mph zones information
- Parking Policy working group – Brian Simmons, John Bull and Michael Evans (Ian Gilchrist if needed) to discuss proposal from Adam Reynolds.

The meeting ended at 6.00 pm

Chair(person) .....

Date Confirmed and Signed .....

**Prepared by Democratic Services**

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# The potential introduction of trams to Bath

Pre-  
Initial evidence-based study  
October 2017

[CLICK HERE TO VIEW INFORMATION](#)

30 October 2017

A large, abstract graphic on the right side of the slide, composed of various overlapping triangles in shades of blue, teal, and green. The triangles vary in size and orientation, creating a dynamic, geometric pattern.

Agenda Item 9

## Bath Tram Study

Use the buttons at the top to navigate through this evidence-based study into the potential introduction of trams to Bath.

This document provides:

- An [introduction](#) (section 1) which explains the rationale for this scoping study, including the policy context and supportive evidence from campaign groups;
- The [strategic evidence](#) (section 2) for introducing a tram system to Bath, including data on traffic demand in order to understand and identify the key corridors within Bath that may provide the greatest benefits from the introduction of a tram;
- The [technological aspects](#) (section 3) of trams that need to be taken into consideration, including power systems, minimum road space requirements, minimum turning radii at junctions, maximum gradients, maximum loadings and structural support requirements, track construction, depot requirements, supplier market, safety implications;
- [Corridor assessments](#) (section 4) of the key corridors identified from the strategic evidence section. Assessments take into account highway widths, current public transport services/routes, gradient, identification of key growth sites, and consideration of environmental factors; and
- A [summary](#) (section 5) which presents the findings of this initial study, and sets out potential next steps in progressing the investigation into a tram for Bath.

## 1. Introduction

The West of England Joint Transport Study has identified a Transport Vision that would transform travel behaviour in the city region. This includes an ambitious programme of measures in Bath and North East Somerset, including proposals for mass transit connecting Bristol with Bath.

Building on this, Bath and North East Somerset (BANES) Council wishes to consider the feasibility of introducing trams into Bath. Trams in Bath were not explicitly identified in the recommendations from the Joint Transport Study, but the Council requires consultancy support in assessing whether trams could play a role in helping to meet the future transport needs of the city.

This document takes an evidence-based approach to assessing the key issues in Bath regarding public transport accessibility and demand, to provide an initial overview of how a tram system may assist in improving the city's public transport.

The evidence gathered looks at the need for intervention for a tram in Bath, in relation to travel volumes, demand and purpose for travel into and around Bath. The assessment for a tram in Bath takes into account current car and bus usage in Bath, with a view to complementing walking, cycling and Park & Ride schemes.

A summary of the briefing note from Bath Tram Re-Introduction Group has also been reviewed.

## 1.1 Policy context

### Bath Transport Strategy

Encouraging sustainable transport and the objective to “reduce the impact of vehicle movements” are key in the strategy, and trams assist in these ambitions – although there is not specific reference to trams.

### Joint Local Transport Plan

The section on ‘Future Plan Ideas’ references tram and light rail, however there is no real detail regarding locations, timeline or steps going forward to make this a reality. There is also mention of delivering sustainable transport improvements.

### BUSINES Core Strategy

The Strategy says that “rebalancing the movement and transport systems in favour of pedestrians, cyclists and public transport users” is important, as well as “enabling sustainable transport choices”. It is also cited that congestion is an issue in the city centre and a barrier to public transport use. However, there is not specific reference to trams.

### West of England Joint Transport Study

The final report from the Joint Transport Study cites an “ambition for light rail/metro where potential is greatest for high passenger flows”. The strategy proposes other light rail schemes in the region; therefore, any future study might consider the potential integration with a Bath Tram.

## 1.2 Supporting documents

### Bath Tram Re-Introduction Group Briefing Note to BANES Council, 2015:

A briefing note was prepared by the Bath Tram Re-Introduction Group (BTRG) in 2015 for BANES. It suggests that a consortium could be formed, led by the BTRG, and consisting of First Group, a European Tram Company and BANES. The BTRG suggest that capital costs and set up charges could be taken away from the council, but BANES could still be in charge of issuing the licence to operate.

In the briefing note, the BTRG outlines the key benefits that it considers could be achieved through trams in Bath. These include:

- Fewer cars on the road meaning a reduction in congestion, pollution and noise. Experience from other places shows that drivers are more willing to switch to trams than buses.
- Trams will result in easier and faster movement in and around the city.
- Trams have not been a barrier in other places with World Heritage Site status, in fact trams are tourist attractions in themselves.

## 2. Strategic Evidence

This section presents evidence relating to the strategic case for a Bath tram. This includes:

Census Travel to Work data, focusing on car and bus commuting movements into Bath.

Bus accessibility data, analysed and presented using TRACC software, which assesses the connection of areas to Bath city centre in terms of travel times by public transport. The route map for buses connecting to Bath city centre is also included for reference.

Journey purpose data, which has been summarised from Road Side Interview surveys from October 2014. The data was filtered to focus on these journeys with destinations in the centre of Bath.

Traffic volume data, which has been summarised from Highways England count data for 2016.

As a result of the investigation into the strategic evidence for a Bath tram, key corridors which could benefit most from a tram in Bath have been identified. These outline the key origins of demand based on the data reviewed and their broad corridors of travel into Bath. Key routes are then outlined, suggesting the roads within Bath that could be used for a tram system.

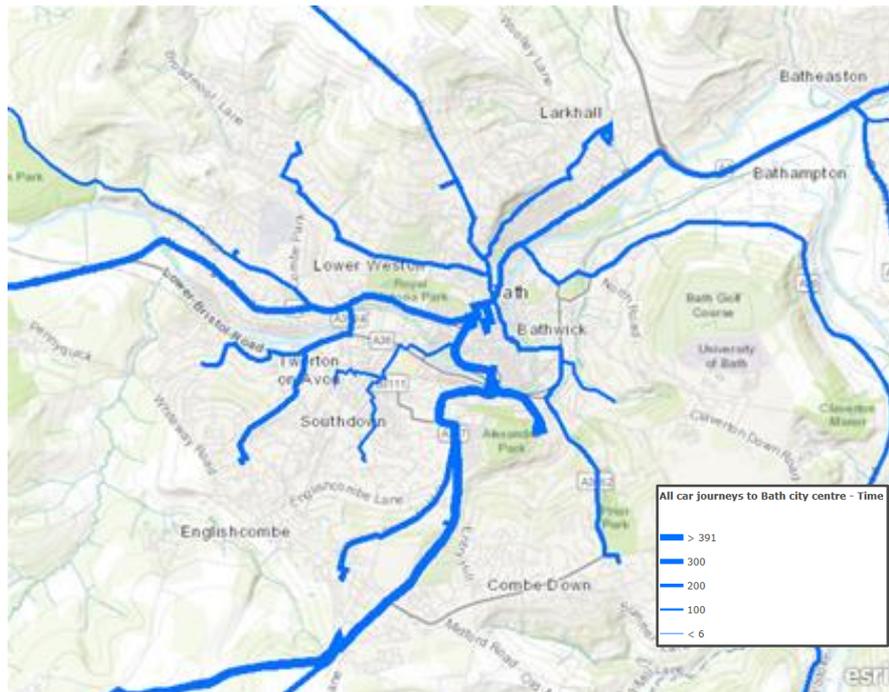
## 2.1 Commuting into Bath by car

The map shows journeys to work into Bath city centre by car, based on Census 2011 travel to work data. It indicates that the A367 corridor from the south is used most frequently for journeys into Bath for work by car. Other corridors with high levels of car commuting include the A4 both east and west into the city.

It is important to note that these are the optimal corridors for commuters travelling into Bath for work only and does not include those people who travel for other purposes, or through/near Bath for longer distance journeys, which would be expected on the main road network near Bath (e.g. A4, A36, A46).

This map indicates that, during the peak periods, there are significant volumes of car traffic into Bath city centre from origins both inside and outside the city. The car trips from within Bath tend to be from the outer edges of the city, where it is more difficult to walk, cycle or use the bus to reach the city centre.

The car trips from outside Bath are, in many cases, from more rural areas without access to the rail network and with high dependence on travelling by car.



DoBH, OS, Esri, HERE, Garmin, INCREMENT P, USGS, METI/NASA, NGA

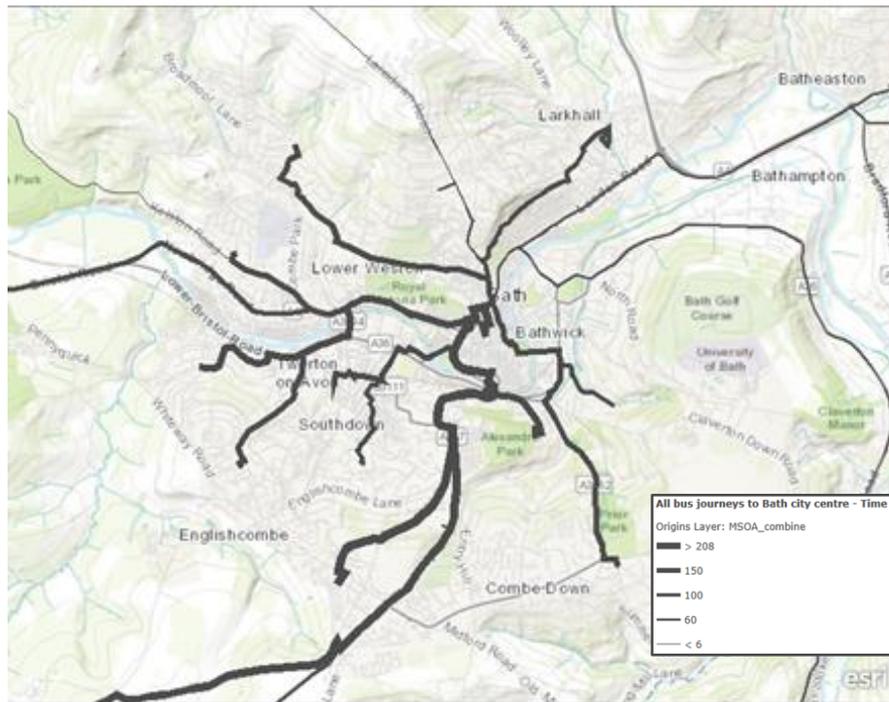
## 2.2 Commuting into Bath by bus

The map shows the journeys to work into Bath by bus. It indicates that the key corridors used to enter Bath city centre by bus are from the south and west. In particular there is strong bus use on the A367 which connects Bath to towns and villages to the south, including Radstock and Midsomer Norton. There is also strong bus use from the west on the A4, A431 and Weston Road.

It is important to note that these are the optimal corridors for commuters travelling into Bath for work only, and does not include those people who travel for other purposes.

This map indicates that, during the peak periods, people travel by bus from origins both inside and outside the city. Bus trips from within Bath tend to be from the outer parts of the city, where it is more difficult to walk or cycle to reach the city centre.

The bus trips from outside Bath are focused on key corridors with more frequent services. There are relatively small numbers of people commuting by bus from the east. The relatively poor public transport choices from the east appear to be one of the causes of the high traffic flows on the A4 London Road into the city.



DoBH, OS, Esri, HERE, Garmin, INCREMENT P, USGS, METI/NASA, NGA

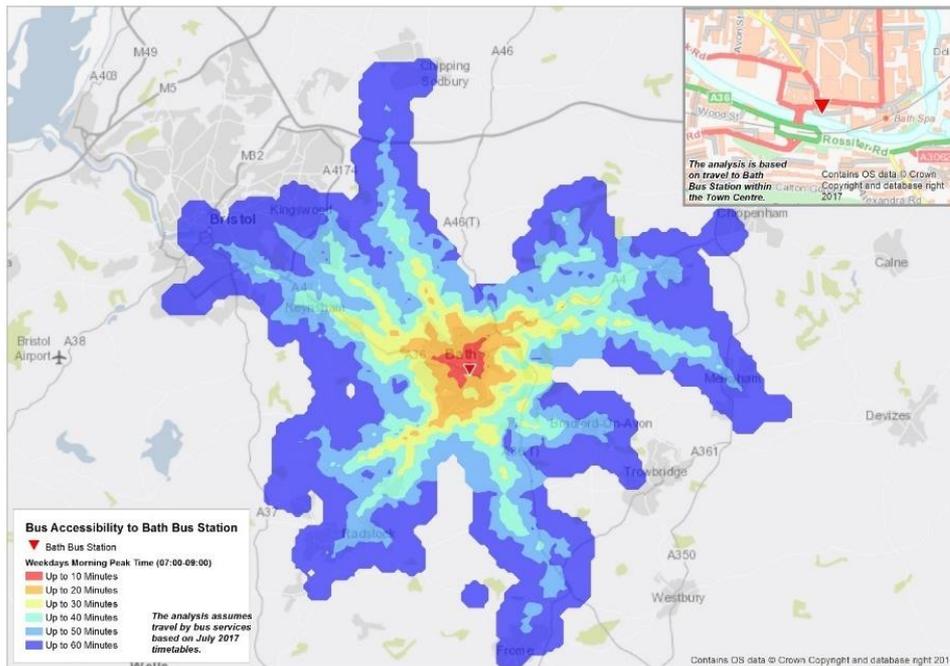
## 2.3 Bus accessibility

Bus accessibility data was analysed using the TRACC software tool. This tool analyses how long it takes to reach a certain point (in this case Bath Bus Station in the city centre) from the surrounding area, and maps this in time bands (of up to 60 minutes) to present accessibility to the centre by bus.

This was analysed using the morning peak, which is when the greatest number of buses would be expected to be available.

The map shows that Bath is generally accessible within 60 minutes to nearby cities and towns, such as Bristol, Bradford-on-Avon, Chippenham, Melksham, Radstock and Yate. However there are gaps in coverage, such as directly north to the M4, and also to the east towards Trowbridge and Westbury.

This accessibility data broadly fits in with the key corridors used by commuters on the bus, as seen in the Census Travel to Work data.



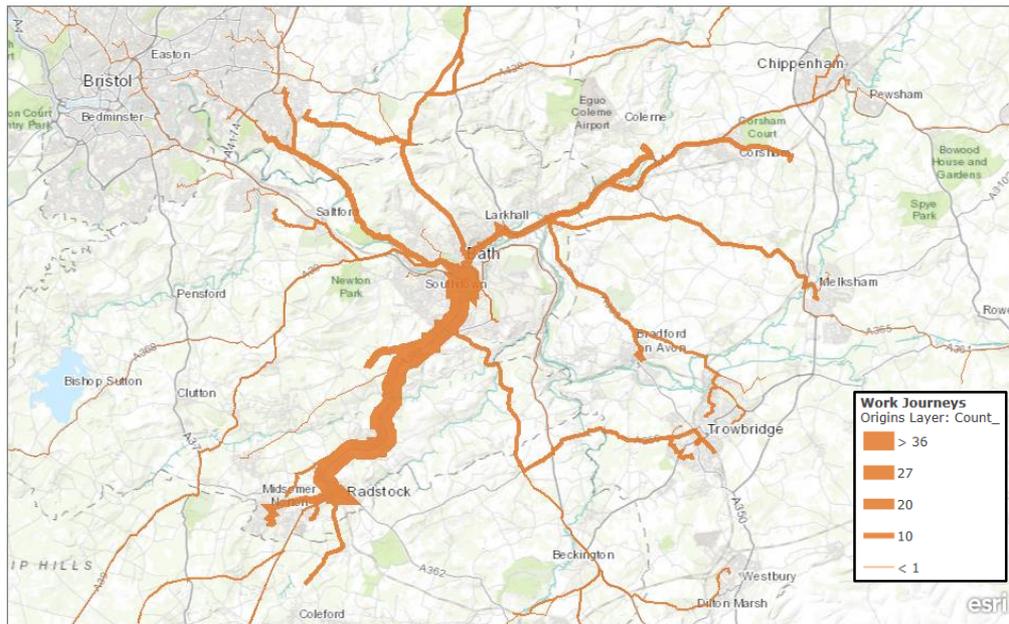


## 2.5 Journey purpose – work journeys

This map shows the origins and routes of traffic crossing a cordon around the city centre, for commuting and business journey purposes.

The map re-emphasises that the A367 to the south of Bath is a key corridor for people who travel to Bath for work. The map also shows high use of the B3110 from the south east, the A4 from both east and west directions, and Lansdown Road from the north.

There does not appear to be high usage of the A36 and A46 for trips into Bath. This is likely to be due to these being more long distance routes, and journeys with local origins are less likely to use these routes for short journeys.



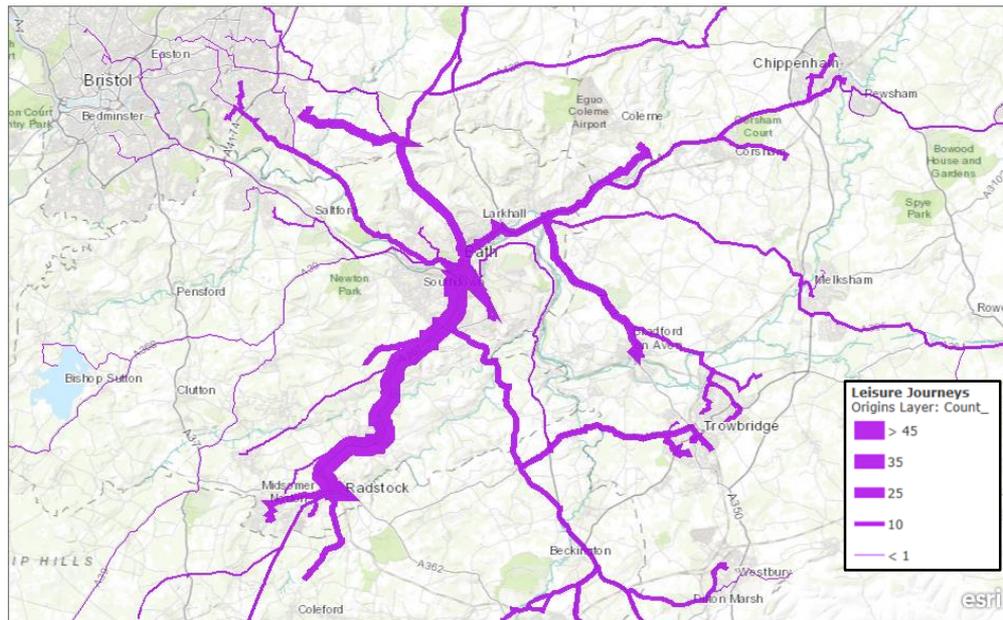
DoBH, OS, Esri, HERE, Garmin, USGS, NGA

## 2.6 Journey purpose – leisure journeys

This map shows the origins and routes of traffic crossing a cordon around the city centre, for leisure and personal journey purposes.

The map shows that the optimal corridors used by people travelling into Bath for leisure purposes are similar to those used for work.

Most significantly, the southern A367 corridor is heavily used, more than any other corridor, and many of the origins of these trips appear to be in or near Midsomer Norton and Radstock. To the west and north, the A4 and Lansdown Road are also key routes. The three Park & Ride sites for Bath are located on these three corridors.

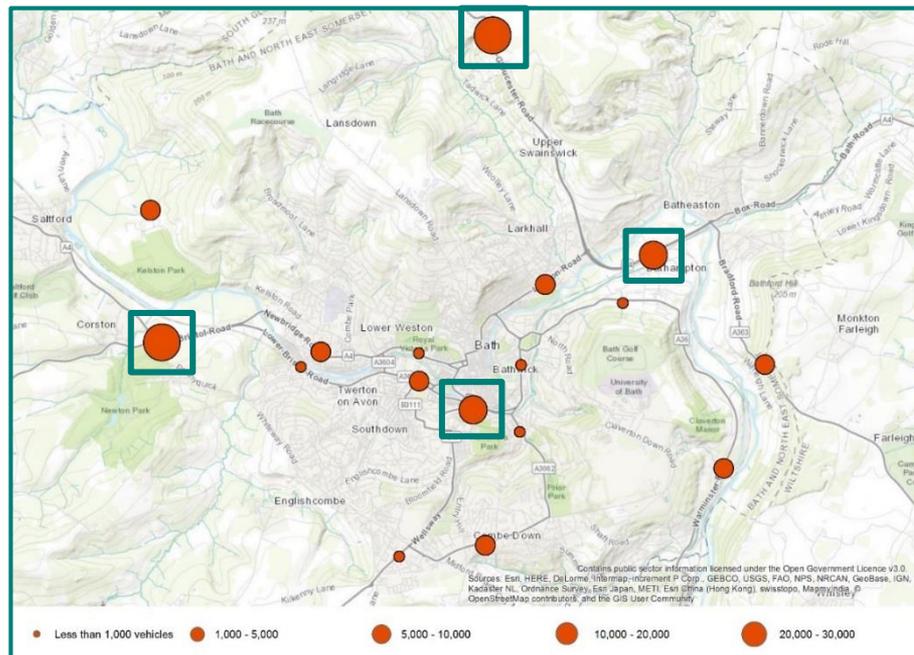


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## 2.7 Traffic volumes

Highways England count data for 2016 has been mapped and indicates where there are high levels of traffic (all modes):

- To the north, there are high flows on the SRN (A46) and from M4 J18;
- To the east, high traffic flows on the A4 Batheaston Bypass. For traffic using the city centre, A46 and A4 traffic converges onto the A4 London Road;
- To the west, high flows on the A4 Bristol Road from Salford. This subsequently splits onto the A36 and A4 (Upper and Lower Bristol Roads) into the city; and
- To the south, high flows on the A367 Wells Road.



## 2.8 Key corridor identification

The preceding analyses have been used to identify the most significant origins of travel into Bath. The map to the right shows areas with high concentrations of movement into the city centre.

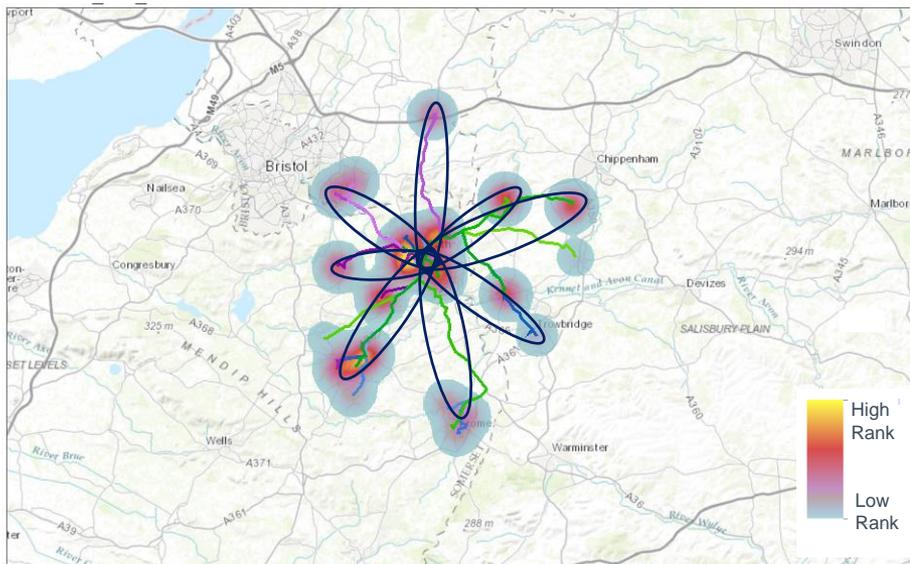
A large number of movements into Bath city centre originate from the surrounding suburbs, and in particular along the Riverside from Weston in the west.

Outside of Bath, the largest number of journeys originate from the Midsomer Norton and Radstock area, with other origins including Frome, Bradford-on-Avon, Corsham, Chippenham, and the eastern fringes of Bristol.

There is also implicit travel demand to and from key sites that are not captured in the previous strategic evidence analysis. These include the Royal United Hospital Bath, located in Weston, Bath Spa University located to the far west of Bath just off the A39, and the University of Bath, to the east of Bath city centre.

This suggests that a localised demand might support the implementation of a tram system. However, it would require modal shift from car drivers, existing bus users and Park & Ride routes.

More detailed forecasting will be required to inform any future business case (economic case, operational costs, and passenger revenue forecasting), but there are existing public transport routes that could be utilised by a tram system.



DoBH, OS, Esri, HERE, Garmin, USGS, NASA

## 2.9 Key route identification

Taking into account the identification of the key corridors on the previous page, as well as the strategic evidence review (Census Travel to Work, journey purpose, bus accessibility and traffic count data), potential tram routes can be identified based on existing travel demand.

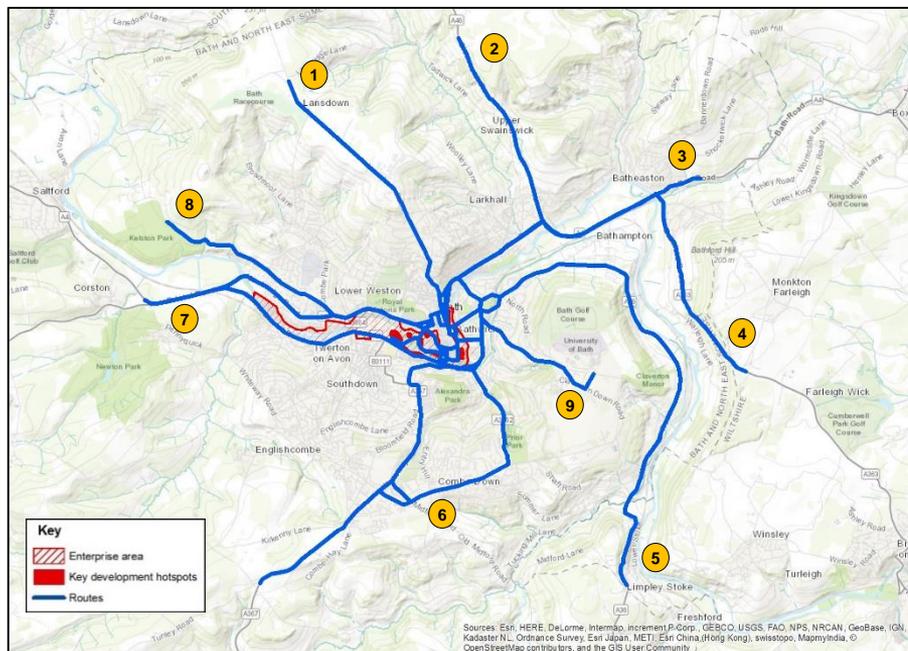
For the identification of the routes, a five kilometre radius from Bath city centre was used. This is largely to minimise the capital and running costs of tram services. The route serving the University of Bath (Corridor 9) is shorter than 5km, due to being localised to the university campus.

The corridors might also serve key destinations and major development areas within the city. The demand to these destinations is implicit at this stage as no passenger forecasting has been undertaken.

Corridors 7 and 8 to the west could serve the Western Riverside Enterprise Area and other clusters of development, along with, for example Bath Spa University and Royal United Hospital respectively. Corridor 9 would serve the University of Bath, and the end of Corridor 1 would serve Bath Racecourse.

This is not an exhaustive list of routes. It also intentionally includes, at this stage, routes which may not be suitable for tram operation (e.g. the A46 / A4 Batheaston Bypass). The technical feasibility of running trams on these routes will be addressed in Section 4.

30 October 2017



- |   |                              |   |                              |
|---|------------------------------|---|------------------------------|
| 1 | Lansdown - Centre            | 5 | A36 Warminster Road - Centre |
| 2 | A46 Gloucester Road - Centre | 6 | A367 Odd Down - Centre       |
| 3 | A4 Batheaston - Centre       | 7 | A4/A36 Newbridge - Centre    |
| 4 | A363 Farleigh Wick - Centre  | 8 | A431 Kelston - Centre        |
|   |                              | 9 | Bathwick Hill - Centre       |

Note: For the purpose of this study, the centre of Bath has been defined as Stall Street, adjacent to the Roman Baths.

### 3. Technology Assessment

Following the discussion on travel demand and the subsequent identification of potential tram corridors, this section presents analysis of the technology requirements of delivering a tram system, as well as potential constraints to delivery.

This section presents analysis of:

- Power systems & Technology
- Station and stop requirements
- Depot requirements
- Road space requirements
- Gradients and turning radii at junctions
- Structural support requirements
- Track construction requirements
- Safety implications
- Indicative costings
- Supplier market and delivery models.

## 3.1 Power systems & Technology

Most of the light rail and tram networks in the UK are powered by DC Overhead Electrification Equipment (OLE). The engineering design companies, construction companies and the UK supply chain as a whole are familiar with this system and many, if not all, of the elements required for the system already exist as off-the-shelf products. This familiarity and pre-existence of products would help drive down the cost of design and construction.

However there are many other technology options for powering tram systems that do not require OLE. These are generally less common and more expensive, thus consideration of suppliers and funding for the extra costs would have to be taken into account. Technologies include:

- Supercapacitors – are capable of climbing steep gradients. This may be preferable for Bath due to World Heritage Status, however supercapacitors are currently very expensive.
- Batteries – are cheaper than supercapacitors, however less capable of ascending steep gradients. They also require more unit replacements due to shorter life cycles.
- Groundfeed – offers a continuous supply of power, unlike batteries and supercapacitors, which are power storage systems. However this requires additional work to fit in the road and this would need to be considered carefully in relation to Bath vaults.
- Hydrogen – is an emerging technology as an alternative to OLE which can remove all emissions from the vehicles (but is only completely emission free if the source of hydrogen is also emission free). However it is extremely expensive even when compared to supercapacitors, storage of compressed hydrogen fuel is difficult, and vehicles cannot travel long distances without refuelling. This may only be an option for very short stretches, or potentially the very centre of Bath.

If the tram system is intended to extend beyond Bath, it may be worth considering the use of dual-voltage light rail tram-trains, which can operate on the main line railways between Bath and its neighbouring towns and cities. However, given the capacity constraints on the current rail network between Bristol Bath there would be significant technical challenges to overcome to deliver this option. Gauge would need to be a consideration if this option was progressed.

In conjunction with power systems, consideration should be given to all stations and stops, lighting, ticket machines, CCTV, signalling systems and points heating equipment, which will require independent power supplies along the route.

### 3.1.1 Ultra-light rail

The Bath Tram Re-introduction Group support the use of Ultra-light rail. Currently, Ultra-light rail is not yet a fully defined term, but it sits between a Tram and a Train in terms of its characteristics (although it must be stated that it is not a tram-train). There are aspirations for systems in Hereford and a pilot in Preston. However, the best known example is the Parry People mover, which has only three vehicles in operation.

#### Parry People Mover (PPM)

The system operating in Stourbridge uses a rail alignment, rail gauges and rail standards. The advantage is that smaller vehicles can be operated resulting in less initial infrastructure cost, less track wear, lower speeds and lower cost all due to the lighter vehicle. It is a bus type vehicle with bogies bolted on and generally low capacity.

- The PPM currently runs on only one line between Stourbridge Town and Stourbridge Junction, with a journey time of 3 minutes between the two stations, a distance of 1.3km at a speed of 32kph.
- There are currently only three in operation, therefore it is difficult to assess its reliability. There are claims of high reliability based on its short mileages at low speeds and simple vehicle design.
- It operates at standard gauge and requires elevated platforms.
- Maximum capacity approximately 130 (including standing passengers); 60 seats and 2 wheelchair positions.
- Two powered chassis each featuring 2 litre LPG engine and 12V battery for LPG unit.
- Flywheel and energy store: 2 x 500kg 1m diameter flywheels with an effective speed range 1000-2600rpm and regenerative braking.

#### Disadvantages:

- It operates on the conventional rail network and would be incompatible with operation on the road network.
- Simple bus style construction – passenger experience low (reminiscent of the Pacer vehicles)
- Incompatible with a low floor design which requires equipment to be roof mounted and therefore requires a much more rigid/strong structure.
- Requires elevated platforms – a challenge for street operation in mixed traffic.
- Limited passenger carrying capacity and passenger access – 130 compared to Bombardier Flexity of 295 passengers.

## 3.2 Station and stop requirements

UK Tram guidance states that *“the needs of passengers, pedestrians and other road users should be reflected in the design of tramstops and associated pedestrian routes. Design factors include: sightlines, gradients and curvature, lighting and pedestrian desire lines.”*

The guidance states that the platforms themselves should be designed in accordance with Disability Discrimination Act (DDA)<sup>1</sup>, requirements including contrasting colours and tactile surfaces where required.

The height and length of the platform is dependent upon the height and length of the vehicles; +5m of additional length at each end to account for any overrunning trams. The pedestrian approach to platforms should meet DDA requirements, with ramps of between 1/20 and 1/12 being provided at both ends (dependent upon available space).

Platform widths should be no less than 1500mm clear width for side platforms, and 3000mm clear width for island platforms. The stepping distance between platform edge and tram door threshold should be no greater than 75mm, and is usually designed as being 40mm to allow for construction and operation tolerance.

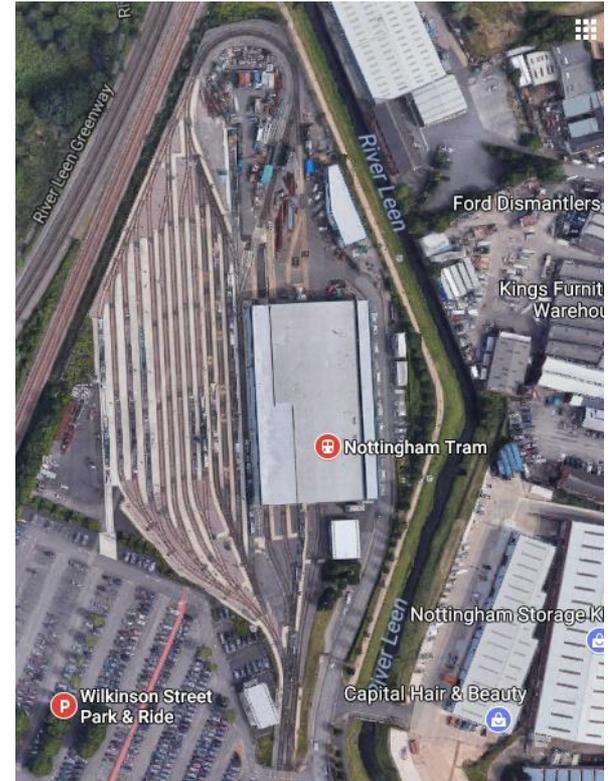
Tram stops, where possible, should incorporate links to bus services and Park & Ride facilities to promote multi-modal journeys.

1: Since UK Tram Guidance publication, the DDA has been replaced by The Equality Act (2010)

### 3.3 Depot requirements

Depots provide stabling, maintenance and cleaning facilities for a large number of trams, and therefore take up a large area. Subsequently, these are likely to be located away from the city centre, as is the case with Nottingham. In this instance, the depot has been combined with a Park & Ride facility nearby.

Walkways of 400mm minimum width should be provided between trams, with an allowance of 100mm between the developed kinematic envelope (DKE) and walkway, but this is subject to the maintenance and equipment requirements of the depot.



### 3.4 Road space requirements

The clearances between the DKEs of two adjacent trams should be not less than 100mm without centre traction poles and 600mm (but at least 100 mm from the face of the nearest side of a pole to each DKE) where there are traction poles between the two DKEs.

The clearances between a DKE and other highway features or fixed structures should be 100mm to an isolated obstruction in the centre of the carriageway or on a side reservation, 200mm to the edge of a traffic lane, 300mm to a kerb and 600mm to a continuous obstruction in the centre of the carriageway or on a side reservation.

Lanes used by both trams and other large vehicles, such as buses, coaches and heavy goods vehicles, should be 3650mm wide for a two-lane carriageway.

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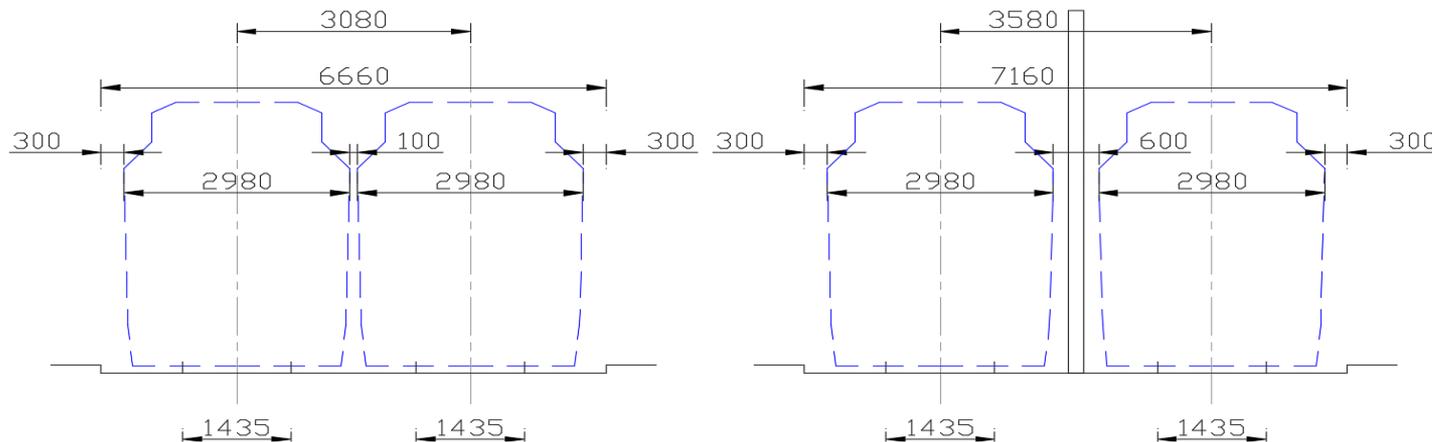


Figure shows typical cross section with no central OLE masts and then with central OLE masts, based on a 'typical' tram vehicle DKE. Clearances taken from *Guidance on Tramways* document

## 3.5 Turning radii and gradients

The minimum radii for the tramway are largely determined by the type of tram selected, and in particular, by the overhangs and wheel spacing. Therefore, the track alignment, the tram design and the highway constraints form part of an iterative process upon which little specific guidance can be given until the type of vehicle is determined. In practice, some of the tightest turning radii for trams in the UK are approximately 25m (sections of the Manchester Metrolink and Midland Metro through Birmingham city centre), but this is subject to specifications on street furniture and proximity to junctions.

As stated in *Guidance on Tramways*, ideally “locations at which a tram may routinely ‘turn back’, or other places where the tram driver is routinely required to leave the driving position, should not be on a gradient steeper than 1 in 500 (0.2%).”

When designing tram systems, it is generally best to avoid street-running gradients of greater than 1/14 (6.5%), as this is the level that a common light rail vehicle is able to ascend safely. In certain instances, steeper gradients are possible (for example sections of the Sheffield Supertram have gradients of 1/10 (10%)), but this depends on a number of factors including the make and model of the trams adopted, the street furniture, turning radii, and can be increased by adding tyres for adhesion and increasing the power input.

## 3.6 Structural support requirements

The loading and structural support requirements are a key consideration for bridging the vaults under the streets of Bath city centre.

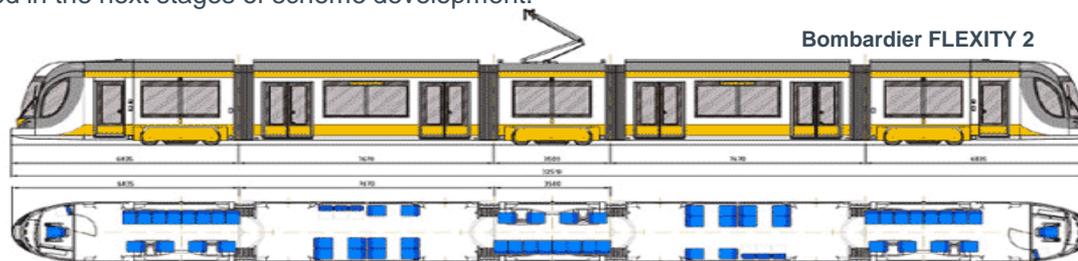
The buried structures and services can be mapped using a 3D CAD model, which can then be accessed via computer or adopted on tablets to be used on site to check the position of services and structures on site.

Often services can be moved to the side of track so that they are not subject to tram vehicle loading, do not obstruct the slab track construction and are easily accessible should they need maintenance in the future.

Tram vehicle loading depends upon the vehicle selected – light rail vehicles typically weigh around 20 tonnes, with the load spread between 3 bogies consisting of 2 axles each (6 axles in total per tram car). The slab track in on-street running areas is typically designed to be rigid enough to bridge any buried services or structures beneath the alignment.

In Birmingham for example, where the crowns of a number of basements were at a shallow depth, the slab was not only designed to span them, but a sufficiently thick compressible layer was introduced to ensure that minimal noise and vibration was transferred as trams passed above.

The vaults and utilities will be a significant factor for consideration in the designing of any Bath tram system. As the Birmingham scheme has shown, there could be design solutions to overcome issues the vaults pose. However the specific design considerations and cost implications would need to be assessed in the next stages of scheme development.



### 3.7 Track construction requirements

Track slab does not usually favour pre-fabrication, especially in places where there is concern regarding the structural support. It is best to pour the concrete on site to suit the final position of the rails.

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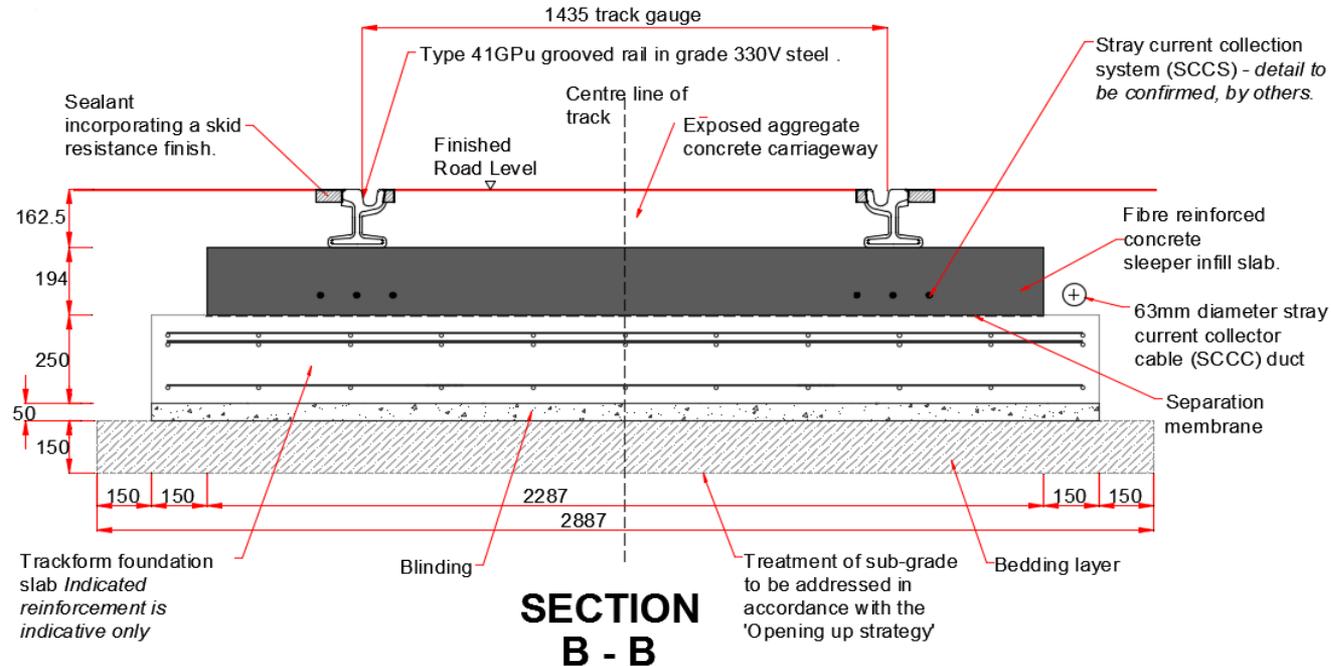


Figure shows typical city centre track slab cross section

## 3.8 Safety implications

The system would be designed in accordance with UKTram technical guidance notes, which covers the consideration of pedestrian and cyclist safety in the design of tramways.

Considering all of the light rail systems currently operating in the UK, particularly Manchester, Birmingham and Nottingham where tram vehicles operate on-street in heavily built up areas, cyclists and tram vehicles generally operate safely in the same environment. This is because trams, cyclists and other road users are travelling at low speeds with a high awareness of their surroundings in the busy environment. Additionally, trams are highly predictable in their nature and anticipated direction of travel, therefore making them easy to avoid.

As the tram route heads out of these city centres, it is typical to have a segregated cycle path, designed in accordance with established standards, increasing the safety of cyclists overall. Bath's existing cycle route network, could be developed further to ensure the safety and segregation of cyclists and pedestrians where possible, as road space is reallocated.

Where cyclists and pedestrians are required to cross the line, the design will be developed in order to encourage crossing the tracks at an angle of between 45° and 90° or make appropriate alternative provision where it is not possible to provide track crossings at such an angle.

## 3.9 Cost Benchmarking

Benchmark costings from recent tram projects are shown here. It is important to recognise whilst these figures provide a broad overall estimate of the costs of introducing a tram system, costings are often not directly transferable. Many of the original tram systems were based on historic rail and tram routes, which reduced costs compared to the extensions. Furthermore the requirements outlined in this section such as gradient and road space, are individualised in their impact on the overall costs of the trams depending on the location requirements.

System	Date Opened	Actual construction cost (£ millions)	Construction cost at (2017 Prices) (£ millions)	Length of track (kilometres)	Construction cost per km (2017 Prices) (£ millions)
Manchester Metrolink	1992	150	210	31	7
Sheffield Supertram	1994	240	340	29	12
Midland Metro	1999	150	180	21	9
Croydon Tramlink	2000	200	240	28	9
Nottingham Express Transit	2004	180	200	14	14

Extensions	Date Opened	Actual construction cost (£ millions)	Construction cost at (2017 Prices) (£ millions)	Length of track (kilometres)	Construction cost per km (2017 Prices) (£ millions)
Manchester Metrolink	2000	160	190	8	24
Nottingham Express Transit	2015	570	570	18	33
Midland Metro	2015	40	45	1	39
Manchester Metrolink (Airport)	2014	400	410	15	28

All costs are rounded and approximate.

2017 prices have been calculated using the applicable rate of inflation from the construction date.

## 3.10 Supplier market conditions and delivery models

### Supplier Market Conditions

Tram technology is well developed in the UK, but the diversity of suppliers is relatively low.

The technology employed in each city that currently has a tram network varies to some degree, and indeed, the technology in different sections of the same network can vary in some cases, as research into technology and design progresses.

The suppliers to the UK market also supply the rest of the world, and are able to take lessons learned and improved technologies from those markets and bring them to the UK. The current UK light rail and tram systems continue to see growth, as recent DfT figures present record numbers of passenger journeys and vehicle miles<sup>2</sup>.

Lessons learned from some difficult design projects, such as Edinburgh and Birmingham city centre tramways, have activity contributed to the development of tram design guidance documents. It is anticipated that the design of the Bath tram network would encounter similar issues with regards to underground structures and buried services, which will be covered by these guidance documents, and would therefore be consulted in detail before and during the design phase.

### Delivery Models

The Local Authority (LA) usually has a stake in the Operating Company formed to operate the light rail system. Nottingham, Birmingham and Manchester all operate in this fashion.

The LA often has a 50% stake, to be able to retain control and governance of the system. The other 50% usually consists of one or two private companies which are appointed on a 5 or 10 year framework. For example, on the Nottingham tram, the private company was previously one of the local bus operating companies, but this recently came up for renewal and has switched to the other major bus operating company in the area.

Sometimes the franchise is made up of several companies forming a JV, incorporating track maintenance, operation and vehicle maintenance specialists (as in the case of Metrolink in Manchester).

<sup>2</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/623366/light-rail-tram-ending-march-2017.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/623366/light-rail-tram-ending-march-2017.pdf)

## 4. Corridor Assessment

Based on the review of travel demand (section 2) and technology review (section 3), this section presents a desk-based review on the high-level deliverability of trams on the identified key corridors:

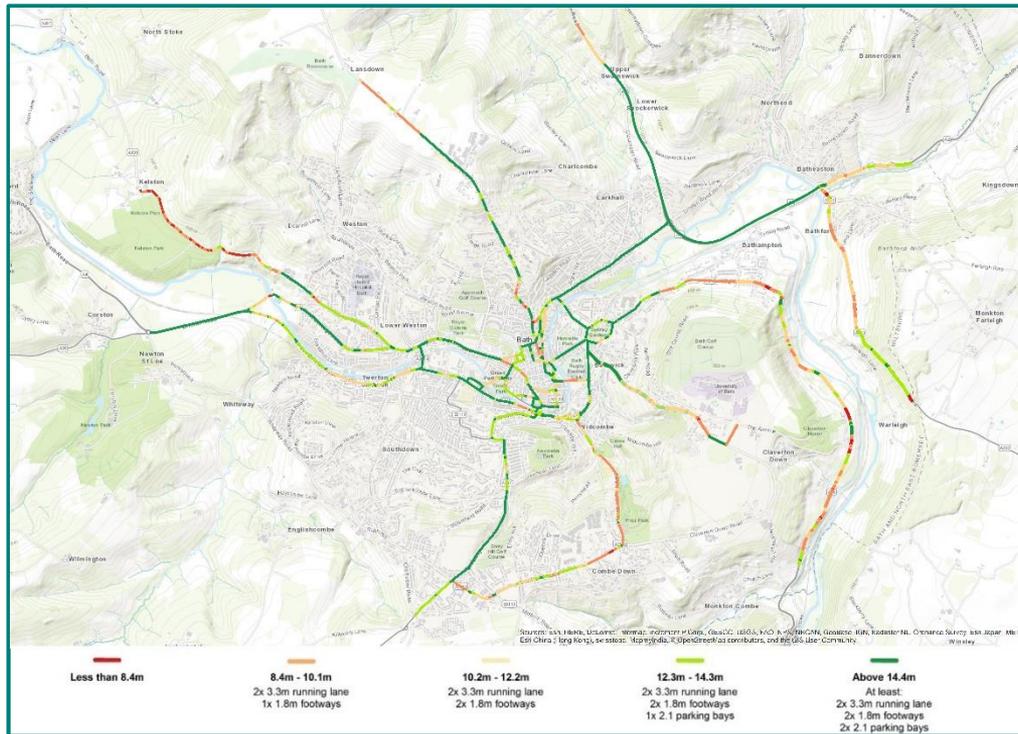
- The road space widths along each corridor have been analysed using GIS to establish where there are key pinch points, areas along the corridor where road space is limited and which could be an obstacle to delivering trams.
- The gradients along each corridor have also been analysed using GIS in order to identify where roads are steep and may be an obstacle in delivering tram services.
- Environmental factors (Green Belt, Bath's Air Quality Management Area (AQMA), Areas of Outstanding Natural Beauty (AONB) and flood zones) have been mapped to establish how corridors are affected by environmental designations.

## 4.1 Highway widths

A five-point scale has been used to review the widths of the roads along key corridors into Bath. This is shown in the map to the right.

It is assumed that 10.2m is the minimum road width required to allow two running lanes shared between trams and vehicles along with two footways. Treatment of the built environment and reallocation of road space, including on-street parking, will need careful consideration. The following characteristics can be identified:

- From the west, the A36 and A4 are relatively wide, with pinch points including the bridge near Newbridge Park & Ride. The A431 has significant width constraints, particularly through Kelston.
- From the east, the A4 London Road is relatively wide, while the A36 Warminster Road, the A363 and the area around University of Bath all have width constraints.
- From the north, the route is generally wide, with some constraints towards Lansdown.
- From the south, the A367 from Odd Down is relatively wide, while the A3062 is narrow, with pinch points through Combe Down.

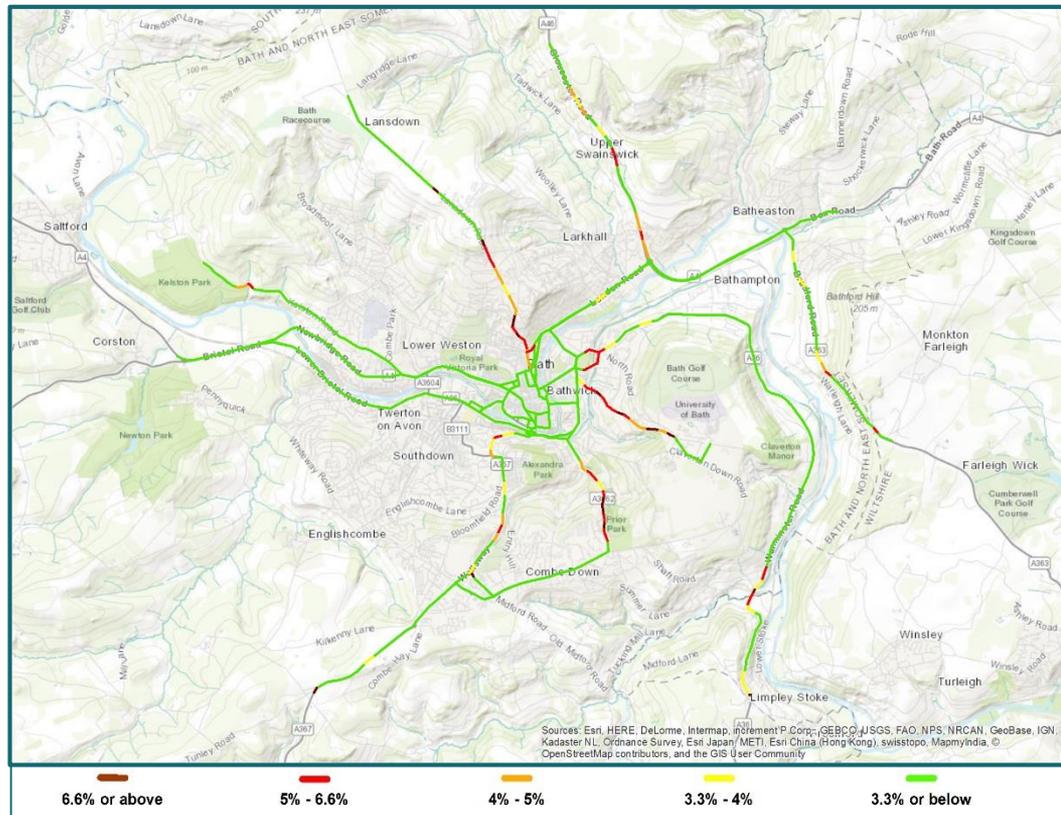


## 4.2 Gradients

A five-point scale has been used to review the gradients of the roads along key corridors into Bath. This is shown in the map to the right.

The following characteristics can be identified:

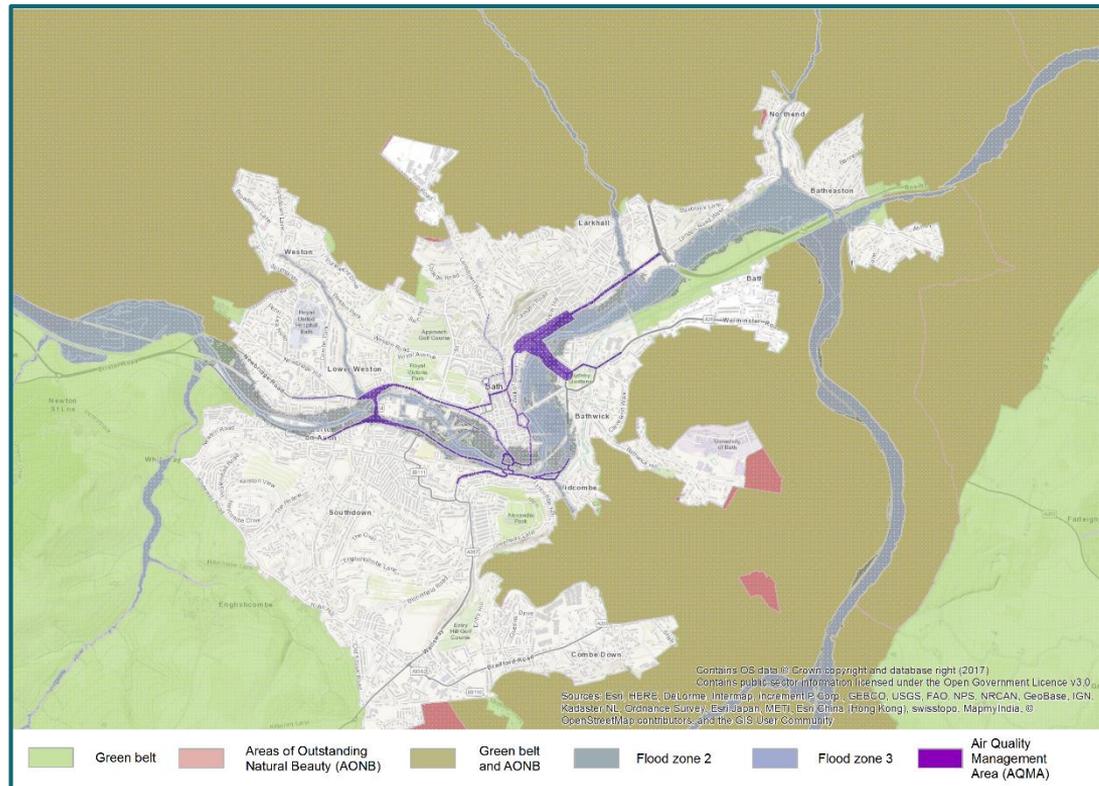
- From the north, there are significant gradients north of the city centre on Lansdown Road.
- There are also steep gradients on the A46 through Upper Swainswick as well as on the approach to the A4/A46 junction.
- From the south, the A367 varies in gradient, while there are steep gradients on the A3062 near to Prior Park.
- Steep gradients are present on the majority of Bathwick Hill towards the University of Bath to the east of the city centre.



## 4.3 Environmental constraints

Three key environmental indicators are mapped: the Cotswold Area of Outstanding Natural Beauty (AONB), Green Belt and flood zone designations. The Bath Air Quality Management Area (AQMA) is also added for reference.

- Green Belt surrounds Bath's built-up area. This could affect the delivery of trams in Lansdown, A36/A4 Upper and Lower Bristol Roads, and A46.
- The Area of Outstanding Natural Beauty covers the south, east and north of Bath. This may affect delivery of trams in Lansdown.
- Flood zones follow the River Avon and run through the city centre. These would need to be considered on the A36/A4 Upper and Lower Bristol Roads, A4 London Road and the southern edge of the A367.
- Trams could assist in reducing harmful air quality impacts through encouraging mode shift from cars. All corridors run through the AQMA to varying degrees and could support reductions in emissions.



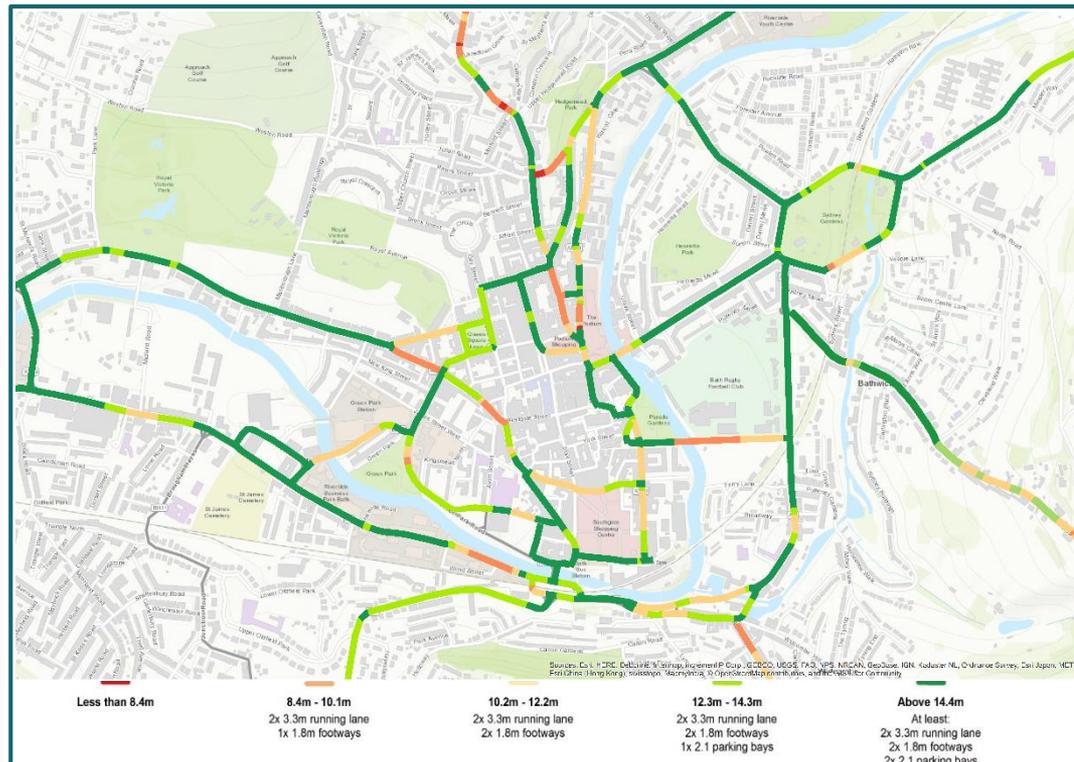
## 4.4 City centre – Highway widths

City centre routing:

- The built environment and reallocation of on-street parking will need careful consideration.
- Some city centre routes may be required to be closed to general traffic to segregate trams and allow them to move freely, however this greatly depends on different route considerations.
- Modelling is required in the next stages to assess the traffic impacts of road closures and rerouting, and taking into account mode shift to tram. This will be dependent on further investigation of routing constraints.

The following characteristics can be identified:

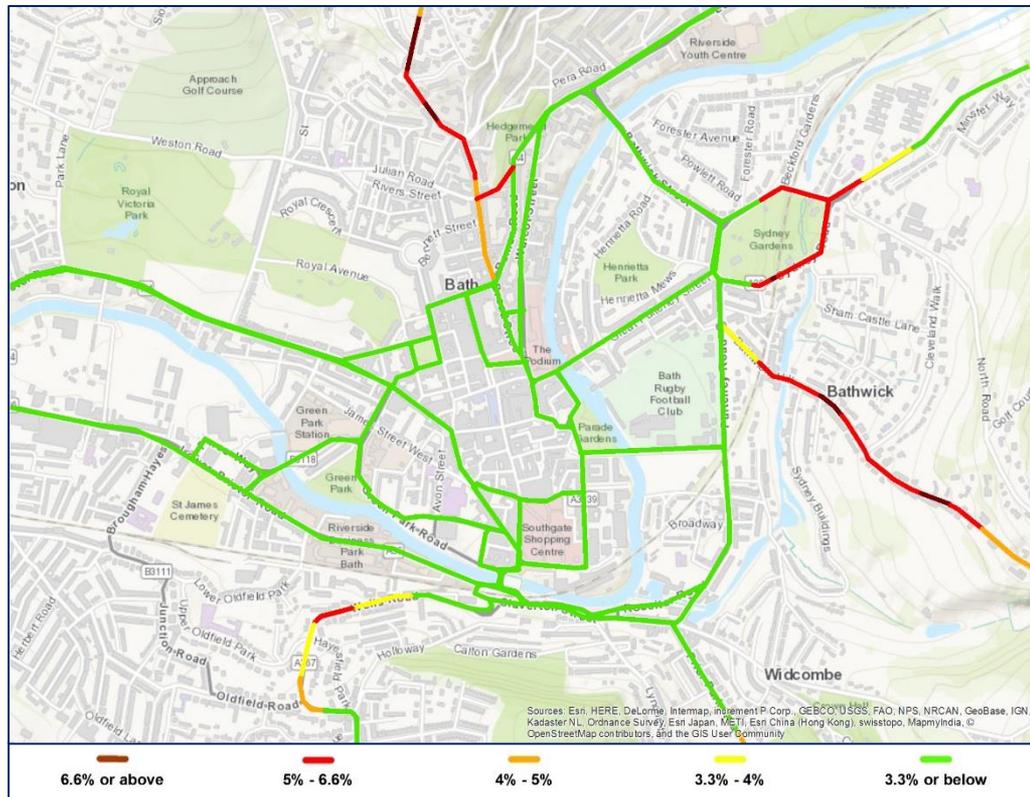
- The majority of highway widths in the city centre are above 10.2m.
- Highway width constraints are located east of Queen Square (Charlotte Street and Monmouth Place).
- There are highway width constraints to the north of the city centre at Broad Street/Walcot Street.



## 4.5 City centre - Gradients

The following characteristics can be identified:

- The city centre is generally flat, posing few problems to feasibility in terms of gradient.
- To the north of the city centre, there are gradient constraints on Lansdown Road.
- To the east of the city centre, there are constraints east of Sydney Gardens and on Bathwick Hill.
- To the south of the city centre, there are constraints on the A367.

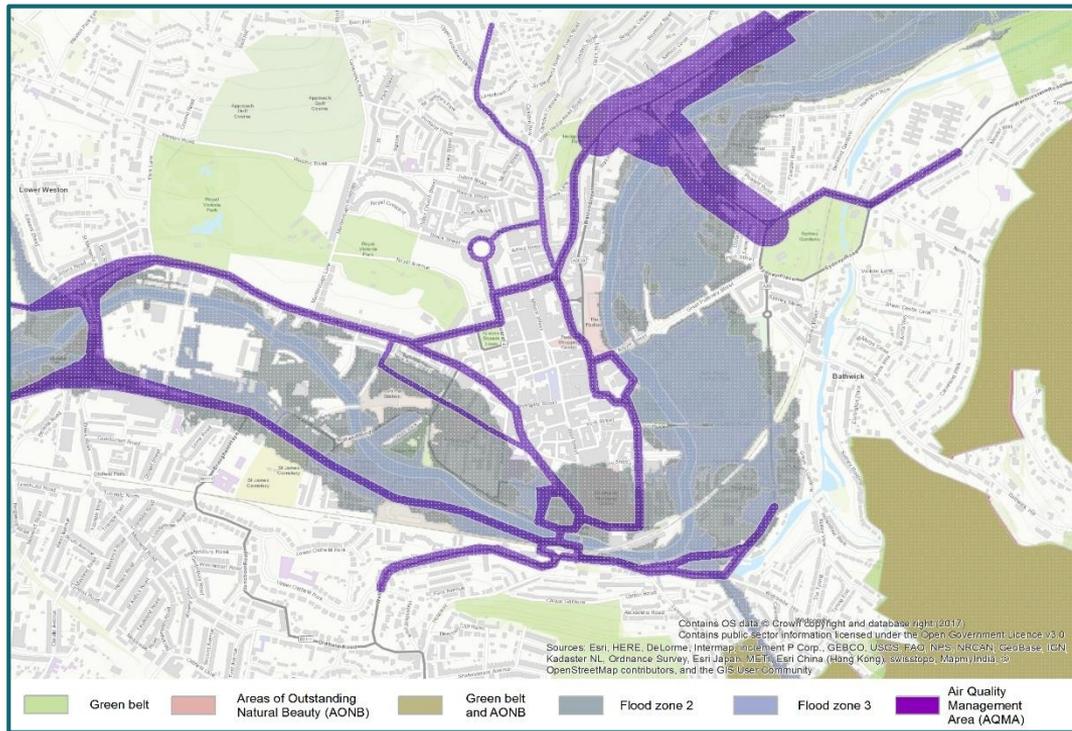


## 4.6 City centre – Environmental constraints

The following characteristics can be identified:

- The AQMA covers the main routes into the city centre. This is likely linked to the high volumes of slow moving traffic.
- Flood risk follows the River Avon to the south and east of the city centre. It encompasses the Southgate shopping area, and covers the key developments sites and enterprise zone.
- AONB and Green Belt designations do not affect the city centre.

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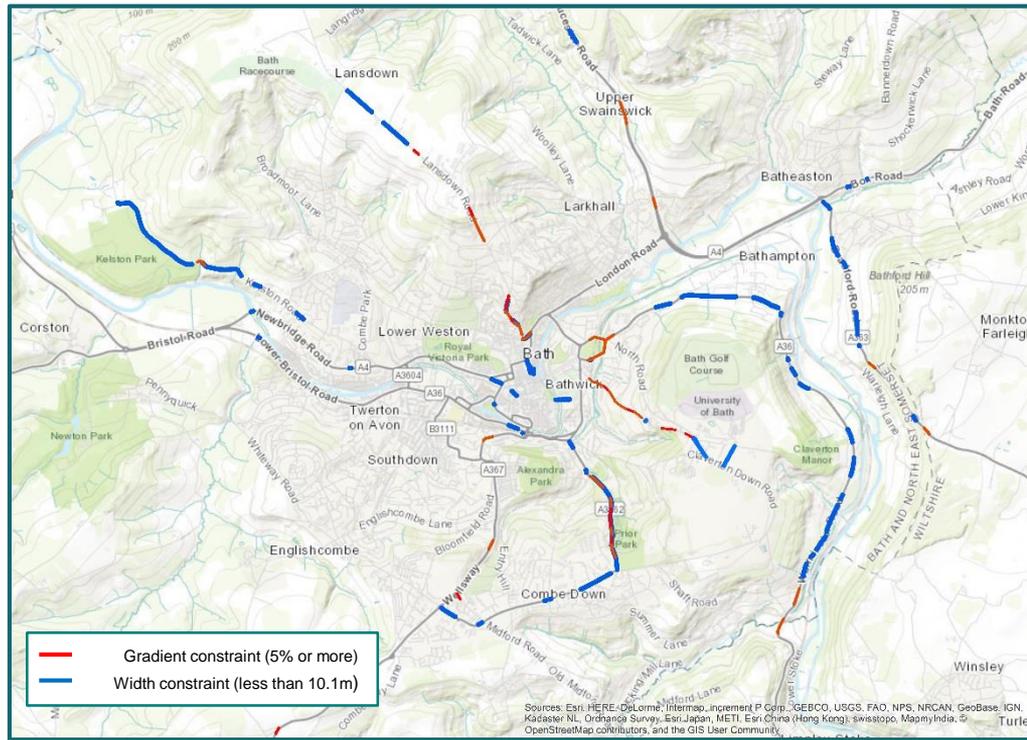
## 4.7 Summary of corridor constraints

Overlaying the gradient and highway width constraints, a number of constrained areas can be identified.

The individual route constraints would need further consideration to assess their impact on the wider corridor in the next stage of scheme development.

A number of areas may create an obstacle to the deliverability of a tram system, due to significant highway width and gradient constraints. Areas include:

- The A431 through Kelston;
- The A3062 through Combe Down;
- Bathwick Hill to the east of the city centre;
- Lansdown Road, north of the city centre and towards the Park & Ride; and
- A36 through Bathampton to the city boundary.



## 5. Summary

The strategic evidence section of this report has shown that there is demand for public transport solutions in Bath. Key corridors into Bath have been identified, through the assessment of a number of data sources.

The technology assessment has provided an overview of the tram technologies that are available, and a high level assessment of their merits in relation to Bath. The corridor assessment has identified where the highway network offers a relatively wide and flat surface where trams could be delivered. The assessment has also suggested where some sections of the corridors have narrow widths and steep gradients which may need to be avoided/mitigated and could pose a problem to deliverability in these areas.

In this section a Red-Amber-Green (RAG) assessment has been used, to assess each identified corridor according to demand into Bath, existing Park & Ride site on corridor, width constraints, gradient constraints, environmental constraints, and depot potential. For each of these factors each corridor has been assessed on a RAG scale, whereby:

- **Red** means there are immediate constraints that would need to be considered in detail as they could be obstructive to delivering trams;
- **Amber** means there are potential constraints to successful introduction of trams but they do not pose immediate threat / may be mitigated; and
- **Green** means there does not appear at this initial scoping stage to be any barriers to trams being introduced.

## 5.1 Indicative RAG assessment

Corridor	Demand	Existing Park & Ride site on corridor	Width constraints	Gradient constraints	Environmental constraints	Potential for depot along corridor
1 – Lansdown to Centre	High demand	Lansdown Park & Ride	Some constrained areas	Some constrained areas	Green Belt and AONB throughout	Location near to existing Park & Ride site could be considered
2 – A46 Gloucester Road to Centre	Relatively low demand	No current Park & Ride site	Some constrained areas	Some constrained areas	Green Belt and AONB throughout	Unlikely to be viable
3 – A4 Batheaston to Centre	Relatively high demand	No current Park & Ride site	No width constraints	Relatively few gradient constraints	Flood risk and Green Belt	Potential site options on A4 at Batheaston
4 – A363 Farleigh Wick to Centre	Relatively low demand	No current Park & Ride site	Limited widths	Some constrained areas	Flood risk, AONB and Green Belt	Potential site options on A4 at Batheaston
5 – A36 Warminster Road to Centre	Relatively low demand	No current Park & Ride site	Some width constraints	Some constrained areas	Green Belt and AONB throughout	Unlikely to be viable
6 – A367 Odd Down to Centre	Very high demand	Odd Down Park & Ride	Significant constraints on A3062, few on A367	Significant constraints on A3062, few on A367	Green Belt and AONB on A3062, none on A367	Location near to existing Park & Ride site could be considered
7 – A4/A36 Newbridge to Centre	High demand	Newbridge Park & Ride	Few width constraints	Few gradient constraints	Green Belt and AONB on edge, flood risk throughout	Location near to existing Park & Ride site could be considered
8 – A431 Kelston to Centre	Relatively low demand	No current Park & Ride site	Significant width constraints	Slight gradient concerns	Green Belt and AONB	Unlikely to be viable
9 – Bathwick Hill to Centre	Expected high demand	No current Park & Ride site	Significant width constraints	Significant gradient constraints	World Heritage Site; no flood zone, AONB or Green Belt	Unlikely to be viable

## 5.2 Summary of corridor assessment

The RAG assessment suggests that corridors 1 (Lansdown), 7 (Newbridge), and in particular, corridor 6 (Odd Down) could be most suited to delivering a tram system going forward, based on relatively high demands along the corridor, existing Park & Ride facilities and relatively limited environmental, gradient and width constraints.

- Corridor 1 (Lansdown)** could be complemented by the existing Lansdown Park & Ride and has relatively high levels of travel demand. However there could be challenges in delivering trams along sections of the corridor with steep gradients and width constraints. Trams would be required to share roadspace with general traffic, and it would be necessary to consider how reliable tram services could be delivered. It would be challenging to deliver traffic restrictions due to Lansdown Road serving residential areas in the north of the city. However, **this initial assessment indicates that the corridor could be considered further.**
- Corridor 2 (A46)** has relatively few width constraints. However, there are steep gradients, and its function as a dual carriageway on the Strategic Road Network is unlikely to be consistent with tram operation. Furthermore, this runs through a rural area and there is currently no current Park & Ride facility. **This is unlikely to be a priority for further consideration.**
- Corridor 3 (A4 east)** has relatively few width constraints and few gradient constraints. However, the A4 dual carriageway is unlikely to be suitable for operation of trams. At present, there are high traffic flows into the east of Bath on the A4, but relatively low bus demand. The lack of a Park & Ride site would be a major constraint to achieving mode shift on this corridor. It would also be necessary to consider options for delivering a tram depot in this corridor (which would need to be near the A4 in the Batheaston area). **However, given the transport needs in this part of the city, serious consideration must be given to a package of measures to improve public transport in this corridor.**
- Corridor 4 (A363)** has significant width constraints. It runs through a rural area that is not appropriate for tram operation. It currently has low levels of bus demand and there would be challenges in delivering Park & Ride on the corridor. The railway line between Bath, Bradford-on-Avon and Trowbridge runs parallel to the corridor and improved rail services are likely to be more effective in serving the travel needs of this corridor. **This is unlikely to be a priority for future consideration.**
- Corridor 5 (A36 east)** has significant gradient, width and environmental constraints which would affect deliverability on the corridor. Furthermore, demand is likely to be relatively low, and there is no realistic scope for Park & Ride to intercept car trips entering the city on this corridor. **This is unlikely to be a priority for future consideration.**

## 5.2 Summary of corridor assessment

- Corridor 6 (A367)** has high demand for journeys into the city centre. The corridor already benefits from the presence of the Odd Down Park & Ride site (the largest of the three sites), which could intercept demand at the edge of the city onto tram services. This area also has relatively few environmental constraints. The A3062 is likely to be a less suitable route option due to its significant gradient and width constraints and is likely to have lower demand. The A367 has fewer technical constraints to the delivery of tram services: the road corridor is wider and has less steep gradients. There could be challenges in ensuring sufficient priority for trams within the available roadspace but **the initial assessment indicates that this corridor could be considered further.**
- Corridor 7 (A4/A36 west)** has high demand along the A36 Lower Bristol Road and the A4 Newbridge Road/Upper Bristol Road. Both roads have fewer width and gradient constraints owing to its position adjacent to the river. However, there could be some localised flood risk constraints, which would need to be considered further. This corridor would serve the Bath Enterprise Zone, which will generate high levels of travel demand in the future, which could significantly boost tram patronage. The corridor could also serve Bath Spa University, where demand is expected to be high. The corridor is also served by Newbridge Park & Ride, which could intercept demand at the edge of the city. **The initial assessment indicates that this corridor could be considered further.**
- Corridor 8 (A431)** has significant constraints beyond the edge of the built-up area, including entering the Area of Outstanding Natural Beauty. Travel demand is relatively low compared with other corridors and there is no realistic prospect of intercepting car trips with a new Park & Ride site (due to the road being within the Area of Outstanding Natural Beauty). However, it is necessary to consider the high levels of travel demand generated by Royal United Hospital, which is located within Weston. Within the city, there are fewer roadspace and gradient constraints, and there could be a case for considering a spur from the route serving Corridor 7. **This could therefore be considered as a later opportunity, potentially as a spur from Corridor 7.**
- Corridor 9 (Bathwick Hill)** has relatively few width constraints. However, there are significant sections of steep gradient. The demand for this corridor would need to be carefully assessed if taken forward, as the strategic evidence does not currently show high levels of demand for trips into the city centre on this corridor. Although there is expected to be implicit demand generated by trips to/from the University of Bath, this will be limited to teaching semesters. The route is not within the AONB or Green Belt, but the considerable gradient constraints mean that it is unlikely to be suitable as a depot location. Whilst this route would serve the university, it does not serve large employment and residential areas. **This is unlikely to be a priority for future consideration.**

## 5.2 Summary of city centre assessment

While detailed city centre routing information is as yet unknown, the following challenges relating to highway widths, gradients and environmental constraints can be highlighted.

- Highway widths on the assessed city centre roads suggest that there may be challenges for Corridors 7 and 8 if they were to use Charlotte Street and/or Monmouth Place. Constraints at Walcot Street/Broad Street could pose challenge for tram routes heading into the city from the north, routes 1, 2, 3 and 4. Corridor 7 could be affected by constrained widths on A36 Lower Bristol Road.
- Gradients are largely flat in the city centre, although Corridors 1, 2, 3 and 4 would be affected by steep gradients on Lansdown Road if trams were to run there, while to the east, routes 5 and 9 could be affected by Sydney Gardens and Bathwick Hill respectively.
- The AQMA is a constraint for all routes into the city centre. However, there may be opportunities to enhance air quality on key AQMA corridors through a tram system. Air quality assessments will need to be undertaken as appropriate in the scheme design process, taking into account changes in traffic flows and speeds.
- Flood risk could affect all routes except for Corridors 1 and 2. Flood risk mitigation is clearly a key consideration for highway infrastructure, but also to support planned growth in key development sites and the Enterprise Zone.

## 5.3 Recommendations

This initial assessment has demonstrated that there is a case for further consideration of the potential for introduction of trams on certain corridors into the city.

- **Corridor 6 (A367 Odd Down)** would appear to have the strongest potential, based on the potential travel demand and the ability to overcome engineering and environmental constraints. This corridor is not currently served by the rail network, and the creation of a tram route between Odd Down and the city centre could significantly improve connectivity from the south of the city.
- **Corridor 7 (Newbridge)** also has relatively strong potential, particularly given the likely increase in travel demand from the Bath Enterprise Zone. Different route options could be considered via the A4, A36 or through the Enterprise Zone. This could also be integrated with the ambition in the JTS for a new rapid transit corridor between Bath and Bristol. From this line, consideration could then be given to a spur to Royal United Hospital in Weston.
- **Corridor 1 (Lansdown)** could also have potential, particularly in intercepting travel demand into the city from the north, but there would be significant engineering challenges in relation to the road widths and gradients. It would also be necessary to consider how to manage traffic on the corridor to ensure that reliable tram services could be delivered.
- **Corridor 3 (A4 east)** has significant transport challenges, with relatively poor public transport choices and high levels traffic entering the city. There is sufficient space to introduce tram services on the A4 corridor from the Lambridge area, and there is a high level of travel demand into the city on this corridor; at present, there is no attractive public transport alternative for Corsham, Box and other communities on the A4. However, a tram service would not be sufficient to tackle the problems on the A4 into the city without a means of intercepting traffic entering the city from the east (with, for example, a Park & Ride site). This will therefore be much more challenging.
- There is a much weaker case for introducing trams on other corridors. The four corridors identified above should therefore form the basis for more detailed consideration at a later date.

## 5.4 Conclusions and Next steps

The conclusions, from this phase of work, are as follows:

- It is expected that any tram system would require mode shift from car drivers, existing bus users and Park & Ride routes.
- Issues relating to the built environment and reallocation of road space, including on-street parking, will need careful consideration.
- The vaults and utilities will be a significant factor for consideration in any design for a Bath tram system. To reduce the risk of cost increases it will be important to identify these in the next stages of work when developing designs and scheme costs.
- UK light rail and tram systems continue to see growth, as recent DfT figures present record numbers of passenger journeys and vehicle miles.

The next phase of work could include:

- Further development of the network concept, building on the identification of potential corridor priorities that have been identified in this report;
- More detailed analysis of potential demand, building on the initial analyses of markets in this phase of work;
- Potential passenger revenue forecasting, including estimating potential abstraction from bus and Park & Ride;
- Redesign of the Bath bus network to complement Bath Tram proposals and consider options for how this could be delivered;
- Potential operating costs, and subsequent assessment of ongoing financial viability of services;
- Potential construction costs, drawing on more detailed engineering assessments, including allowance for major project risks such as utilities, unforeseen ground conditions and the city vaults;
- Potential wider economic benefits, including the benefits of mode shift in reducing congestion (offset by the effects of shutting city streets to traffic), improved air quality and wider impacts on public realm; and
- Overall assessment of the potential Strategic, Economic and Financial Case, including prospects for securing government and private sector investment.

## Methodology – Census Travel to Work

Travel to Work Census (2011) data was extracted from Datashine at a Middle Super Output Area (MSOA) level for both car and bus commuting trips to Bath.

Centroids of origin MSOAs with over 6 journeys to Bath were progressed, while the place of work origin was set as a combination of Bath and North East Somerset MSOAs 007 and 009.

Using the network analysis tool, origin MSOAs and the 'destination' Bath MSOAs were linked, presenting the most time-efficient route to undertake the journey. Line thickness represents the number of trips along the road, thicker lines representing more trips.

## Methodology – journey purpose

Journey purpose data was extracted from Road Site Interview Surveys that were undertaken at 14 locations around (but not within) Bath city centre in 2014.

Drivers were asked a number of questions, including their journey origin and intended destination, and the purpose of their journey. Results were sifted to only include those with destinations within Bath city centre (approximately 1000 journeys), and origins were then grouped by MSOA, to provide comparability with the Travel to Work data.

The trips were separated into journeys made for work purposes, and those made for leisure reasons. Network analysis was undertaken, to map the routes that these journeys would most likely have taken to travel between their origin and destination points. As trips are overlaid on the map, the thicker the line, the more journeys that are made on that section of road to complete the journey into the centre.

## Methodology – key corridor identification

For both the RSI and Census data, the origins of car journeys have been ranked according to their frequency. These ranked “hot spots” have been combined across the two datasets to create a list of the most common origins of journeys to Bath city centre.

The top 30 origins are displayed in the map. Ellipses have been placed over this map, to try and broadly identify the key corridors used to enter Bath. Network analysis has then been undertaken to link the hotspots by road to Bath city centre; the tool selects its route based on the lowest journey time.

## Methodology – highway widths

Using the adopted highways GIS layer provided by BANES, highway widths were extracted.

At intervals along a corridor, cross-sections of the highway were analysed to determine how its road space could accommodate trams. Each corridor section was placed into a grouping according to its width (the five parameters set out on the map key) to suggest whether there is sufficient road width for trams to run alongside one footway, or two footways and/or one or two lanes of parked cars.

The process enables the visual highlighting of key pinch points along the network where delivering trams could be difficult according to the existing width of the highway. On the other hand, it highlights where the corridors can accommodate multi-modal transport needs.

While the process is robust in enabling a desk-based review of highway widths, a detailed engineering survey would need to be undertaken as the scheme progresses.

## Methodology – gradients

Using Ordnance Survey contour (10 metre) data and the eight potential routes, gradient information was extracted.

The OS data provides contour lines at 10m intervals. Gradient percentages could then be extracted, measuring the distance between the contour lines along a potential route, based on the fact that their heights were at 10 metre intervals.

# Document History

Job number: 5137782			Document ref:			
Revision	Purpose description	Originated	Checked	Reviewed	Authorised	Date
Rev 1.0	Draft	MH/SG	KM	JFC	JFC	21/08/17
Rev 2.0	Final	MH/SG	KM	JFC	JFC	22/09/17
Rev 3.0	Final	MH/SG	KM	JFC	JFC	30/10/17

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## Notice

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<b>Bath &amp; North East Somerset Council</b>		
MEETING:	<b>Communities, Transport and Environment Policy Development &amp; Scrutiny Panel</b>	
MEETING DATE:	<b>11 January 2018</b>	EXECUTIVE FORWARD PLAN REFERENCE:
TITLE:	National Air Quality Plan - an update	
WARD:	All	
<b>AN OPEN PUBLIC ITEM</b>		
<b>List of attachments to this report:</b>		
None		

## **1 THE ISSUE**

- 1.1 This report invites the Panel to receive an update on the work completed to date to achieve compliance with the National Air Quality Plan which was issued by the Government in July 2017. In the plan, Bath and North East Somerset Council is identified as one of 29 local authorities which has to achieve compliance with the national air quality objective for nitrogen dioxide, in the shortest time possible, before 2021.

## **2 RECOMMENDATION**

- 2.1 The Panel receives a presentation summarising progress and outlining the next steps which need to be taken to deliver the full business case which identifies the preferred options to achieve compliance with the National Air Quality Plan, by December 2018.

## **3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)**

- 3.1 The Council has been awarded £1.1M by the Joint Air Quality Unit (Department of Food, Environment and Rural Affairs-*DEFRA* and the Department for Transport-*DfT*) to deliver a Full Business Case setting out its preferred options to achieve compliance by December 2018. As the project progresses further funding will be made available to support implementation through a competitive award process.

## **4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL**

- 4.1 DEFRA reviewed their Pollution Climate Mapping model in July 2017 and identified a number of authorities, including Bath and North East Somerset Council, where the Automatic Urban Rural Network site situated on London

Road, Bath predicted non-compliance with the national air quality objective for nitrogen dioxide beyond 2020.

4.2 The Council was issued with an Order of Direction on 27 July 2017 by the Joint Air Quality Unit, mandating B&NES Council to undertake a feasibility study and produce a business case and implementation plan setting out how we are going to achieve compliance by the end of December 2018 at the latest. The agreed measures will then have to be implemented with a view to achieving compliance by 2021.

## **5 THE REPORT**

5.1 The presentation to the Panel will provide an update including information on:

- Background to the National Air Quality Plan
- Background to the consultation on the Bath Air Quality Action Plan and its current status
- Explaining the link between Bath Air Quality Action Plan and the National Air Quality Plan
- The timeline for the National Air Quality Plan
- The governance for the project
- Funding for the project and future funding opportunities to support implementation
- Progress to date
- Next steps
- Communications and stakeholder engagement
- The timing of the next expected update

## **6 RATIONALE**

6.1 This report is being brought so that the Panel can be updated about progress with compliance of the National Air Quality Plan, including an appraisal of the stakeholder engagement which has taken place so far and information about the programme.

## **7 OTHER OPTIONS CONSIDERED**

7.1 None.

## **8 CONSULTATION**

8.1 The Divisional Director for Environmental Services, the Group Manager for Public Protection and Health Improvement and the Finance Manager for Place have had the opportunity to input to this report and have cleared it for publication.

## 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.

<b>Contact person</b>	<i>Cathryn Brown, Team Manager for Licensing and Environmental Protection 01225 477645</i>
<b>Background papers</b>	<i>None.</i>
<b>Please contact the report author if you need to access this report in an alternative format</b>	

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<b>Bath &amp; North East Somerset Council</b>	
MEETING:	<b>Communities, Transport and Environmental Policy Development &amp; Scrutiny Panel</b>
MEETING DATE:	<b>22<sup>nd</sup> January 2018</b>
TITLE:	<b>Bath and North East Somerset Council Operational Plan 2018-19</b>
WARD:	All
<b>AN OPEN PUBLIC ITEM</b>	
<p><b>List of attachments to this report:</b></p> <p>B&amp;NES Council Operational Plan 2018-19</p> <ul style="list-style-type: none"> <li>• Appendix One: Revenue Budget Savings Proposals</li> <li>• Appendix Two: Capital Programme – New and Emerging Items</li> </ul>	

## **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.

## **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 budget in February 2018. Proportionate equality analysis is being carried out on the proposals within the Operational Plan by the Council's Communities Team.

## 5 THE REPORT

- 5.1 This 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 is being 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 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):

<b>Communities, Transport &amp; Environment PDS Panel remit</b>	<b>Cabinet Portfolio</b>
<ul style="list-style-type: none"> <li>• Transport Development (transport planning/policy, major transport infrastructure)</li> <li>• Major Transport Schemes</li> <li>• Highways, Parking and Transport</li> <li>• Natural Environment, Green Infrastructure &amp; Sustainability</li> </ul>	Transport and Environment

<ul style="list-style-type: none"> <li>• Community Safety</li> <li>• Improve the quality of life of the communities (older people and of children, young people and families) at risk and narrow the gap between the worst performing wards / neighborhood's and other areas across the district.</li> <li>• Leisure and Culture (Sport &amp; Active Lifestyles),</li> <li>• Environmental Services</li> </ul>	Development and Neighbourhoods
<ul style="list-style-type: none"> <li>• Big Society/3<sup>rd</sup> Sector Funding Initiatives</li> </ul>	Economic and Community Regeneration
<ul style="list-style-type: none"> <li>• Libraries</li> </ul>	Transformation and Customer Services

### Next steps

5.9 Cabinet will consider the feedback received and prepare the Operational Plan for final consideration and agreement at Cabinet and Council in February 2018.

## 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](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.

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

# 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.

<b>Part 1 – Corporate Overview</b>
- 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
<b>Part 2 – Operational Plan</b>
- Council overview
- Key change proposals
<b>Part 3 – Delivery of the Plan</b>
- 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](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**

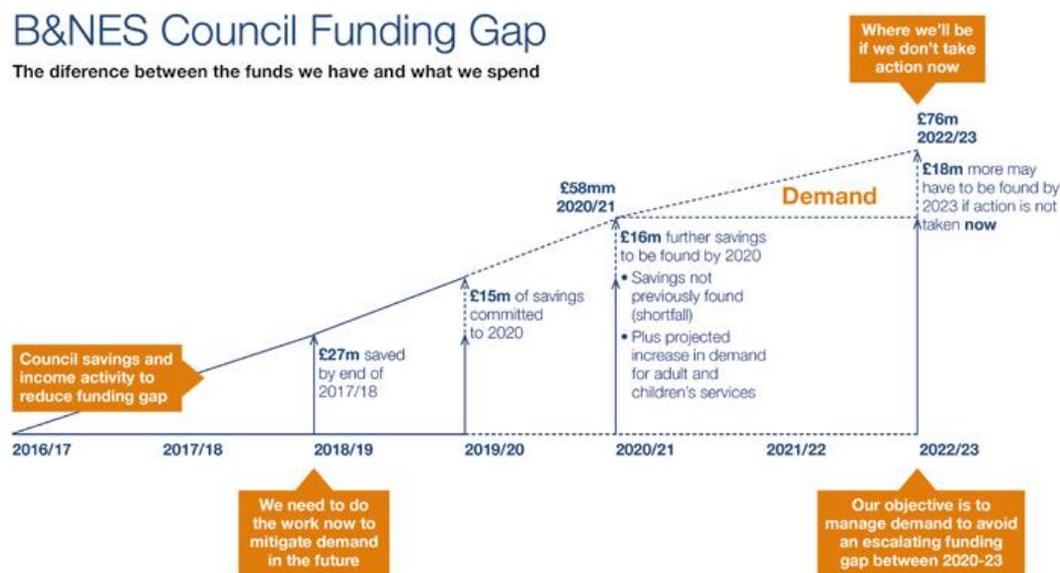
As part of the drive to tackle the national debt, all Councils are receiving progressively less grant funding from central Government each year.

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

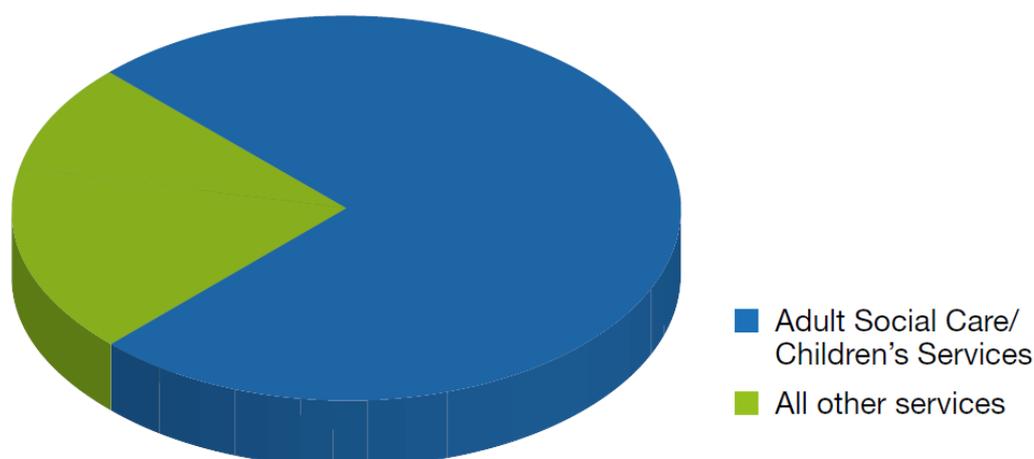
A fast-changing social and economic landscape means that we are seeing increased demand for services and growing expectations of the Council at a time when there's less money and fewer resources to help. We are not alone – all Councils in the country are facing similar pressures, particularly if they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

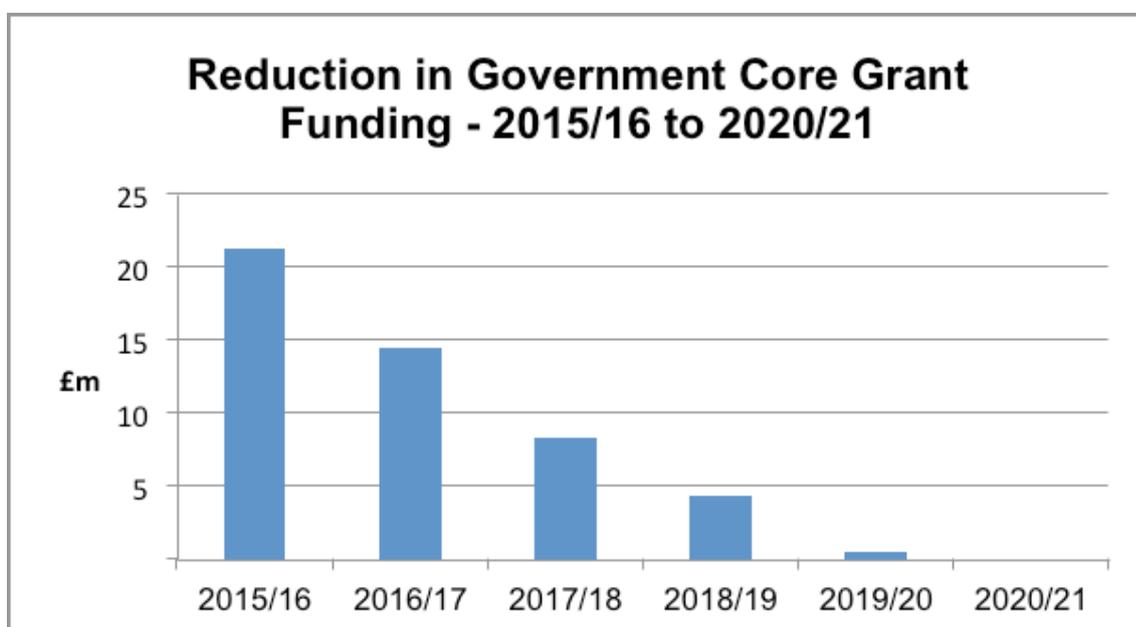
- More people are living longer with complex conditions, which is costly
- More children and young people are living with complex care and educational needs – an individual care package can cost up to £250,000
- Recent care home closures have pushed up local costs
- There are 14% more children in our 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.

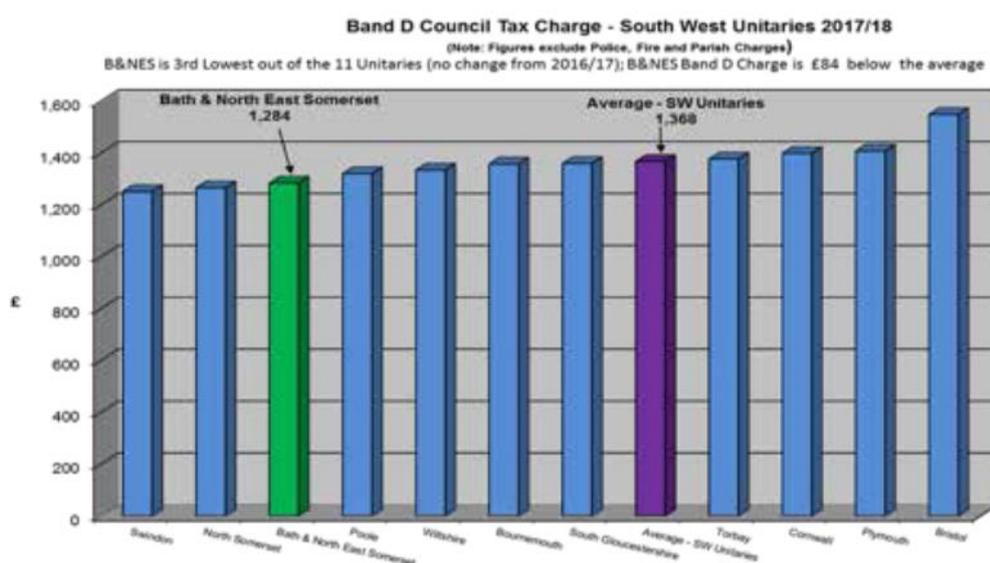
## WHAT HAVE WE ALREADY DONE TO HELP?

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.

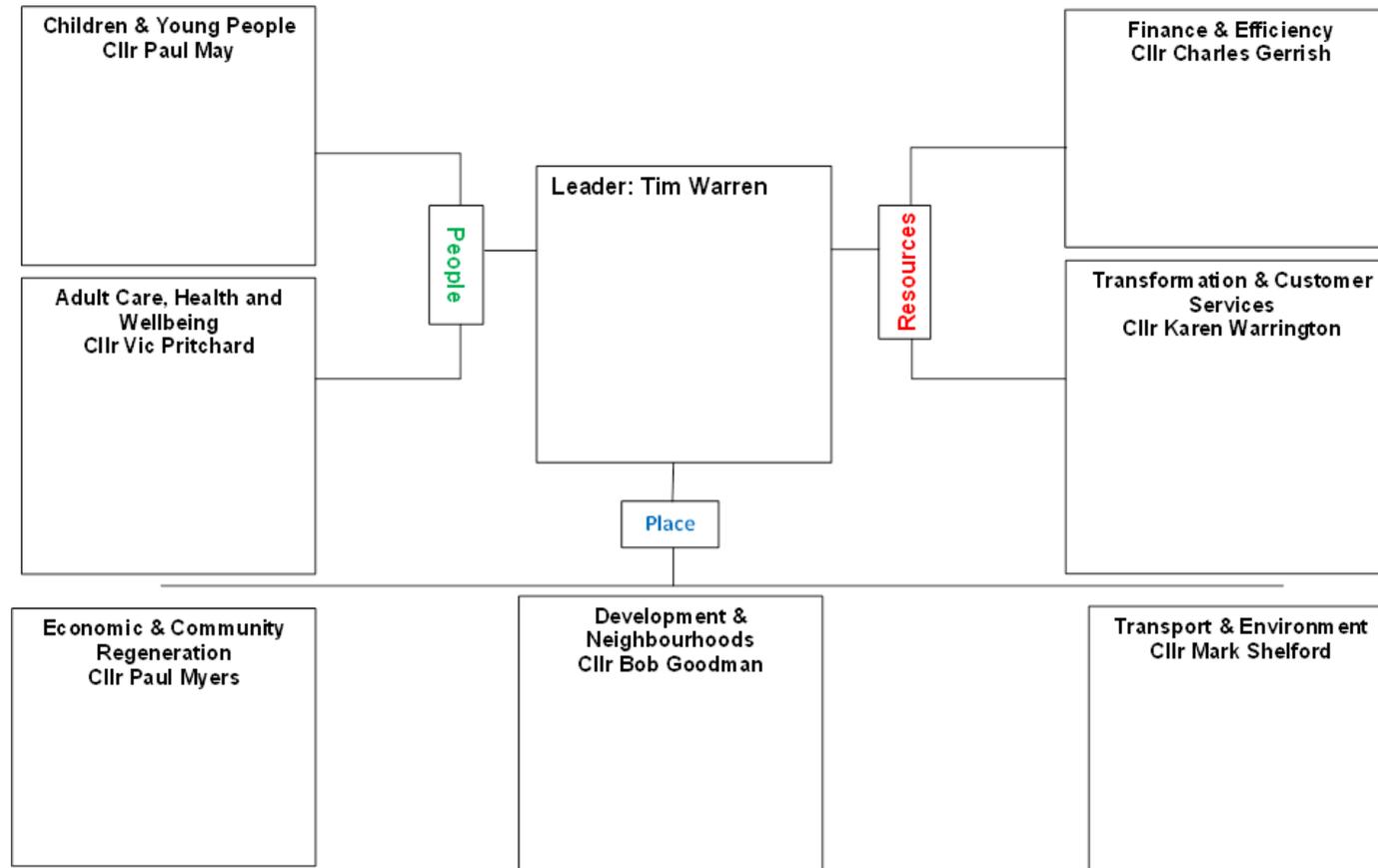
We think there are four areas where individuals and communities can help to manage demand in the future and make our money go further.

- 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"> <li>• Scope of review agreed – April 2018</li> <li>• Consultation – Summer 2018</li> <li>• New model agreed – Winter 2018</li> </ul>	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"> <li>• Preparation started December 2017</li> </ul>	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"> <li>• On-going</li> </ul>	

**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"> <li>• Scope agreed – April 2018</li> <li>• Proposals agreed – Summer 2018</li> <li>• New model delivered – April 2019</li> </ul>	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"> <li>• Scope agreed – April 2018</li> <li>• Proposals agreed – Summer 2018</li> <li>• New model delivered – April 2019</li> </ul>	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"> <li>• Design and engagement work Bath central library – now until Summer 2018</li> <li>• Midsomer Norton library and OSS complete - Summer 2018</li> <li>• Engagement with local communities now and throughout 2018</li> <li>• Radstock healthy living centre Summer 2019</li> <li>• Integrated and improved OSS and library facility at Bath Podium 2019</li> <li>• Other community-led solutions according phased over 2018 and early 2019</li> </ul>	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"> <li>• Produce key documents for Getting around Bath, Somer Valley and Keynsham. Consult prior to implementation.</li> <li>• Prepare draft highways contract and issue tender document</li> </ul>	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"> <li>• Develop a plan of schemes to include WECA projects - 2018</li> <li>• Monitor, drive and project manage timely delivery - 2018 ongoing</li> </ul>	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"> <li>• Development of full business case to submit to WECA for funding - 2018</li> </ul>	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"> <li>• Complete public consultation on Strategy and adopt - Spring 2018</li> <li>• Review parking charges and develop a range of options for Member consideration - Spring 2018</li> <li>• Implement the new parking charges following statutory processes - June 2018</li> </ul>	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"> <li>• Savings target of £1.938m over a 4 year period – March 2020</li> </ul>	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"> <li>• Strategic Outline Business Case – Spring 2018</li> <li>• Final Implementation Plan - end Dec 2018</li> <li>• Declare the AQMAs Spring 2018 and action plans - November 2018</li> </ul>	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"> <li>• Ongoing action plans</li> </ul>	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"> <li>• Proposals to be confirmed Q1 2018/19 and implemented at the end of Q2.</li> </ul>	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"> <li>• Detailed proposals to be confirmed in early 2018 for phased implementation</li> </ul>	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"> <li>• Various</li> </ul>	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"> <li>Ongoing delivery plans in place</li> </ul>	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"> <li>Next phase of development work by April 2018</li> </ul>	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"> <li>Ongoing delivery plans in place</li> </ul>	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"> <li>Ongoing prioritisation process, seeking opportunistic savings as contracts expire, etc</li> </ul>	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"> <li>Various</li> </ul>	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"> <li>• Review of the Core Strategy / Placemaking Plan - Draft Spring 2018</li> <li>• Adoption of West of England Joint Spatial Plan - Autumn 2018</li> <li>• Coordinated business engagement service and employment hub – Spring 2018</li> <li>• Bath Public Realm and River Programme implementation – 2018 ongoing</li> <li>• Somer Valley Enterprise Zone Commercial Delivery Plan – early 2019</li> <li>• Bath Enterprise Zone implementation – 2018 ongoing</li> <li>• Delivery of Core Strategy and Placemaking commitments – 2018 ongoing</li> </ul>	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"> <li>• Ongoing. Number of households in temporary accommodation – 27 households maximum each quarter.</li> </ul>	2018/19
Heritage Services Business Plan	Deliver the Heritage Services Business Plan 2018-2022.	Heritage Services	<ul style="list-style-type: none"> <li>• Achieve financial targets in line with Strategic review - 2018</li> </ul>	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"> <li>80% household waste reuse, recycling and recovery rate – 2018 ongoing</li> </ul>	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"> <li>Major planning applications delivered within agreed timescales, 13 weeks or otherwise agreed and 60% target</li> <li>Minor planning applications delivered within agreed timescales, 8 weeks or otherwise agreed and 70% target</li> </ul>	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"> <li>90% of application decisions made within 3 weeks.</li> <li>95% customer satisfaction maintained</li> </ul>	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"> <li>Effective delivery of affordable homes. Deliver 465 new affordable homes</li> <li>Preparation of new Local Plan to establish new homes, employment space and other development targets – options by June 2018</li> <li>West of England Joint Spatial Plan adoption – 2018</li> </ul>	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"> <li>Works programme for Bath - by end July 2018</li> <li>Works programme for Keynsham – base build to be delivered by April 2019, fit out finalised Dec 2019.</li> </ul>	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"> <li>Increase events and wedding income in 2017/18, with further increase in 2018/19</li> <li>Business case for a review of the Parks will come forward during 2018/19.</li> </ul>	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"> <li>• Energy Savings Trust Review – January 2018</li> <li>• Roll-out of Mypermit – February 2018</li> <li>• Review impact of pool car contract – June 2018</li> </ul>	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"> <li>• Now until Autumn 2018</li> </ul>	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"> <li>• Throughout 2018 and possibly 2019</li> </ul>	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"> <li>• Phased as staffing levels reduce</li> </ul>	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"> <li>• Phased as part of a Council wide programme</li> </ul>	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"> <li>• Phased approach</li> </ul>	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"> <li>• Phased approach</li> </ul>	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"> <li>• Riverside Keynsham – development underway – 96 apartments</li> <li>• Others developments phased</li> </ul>	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				

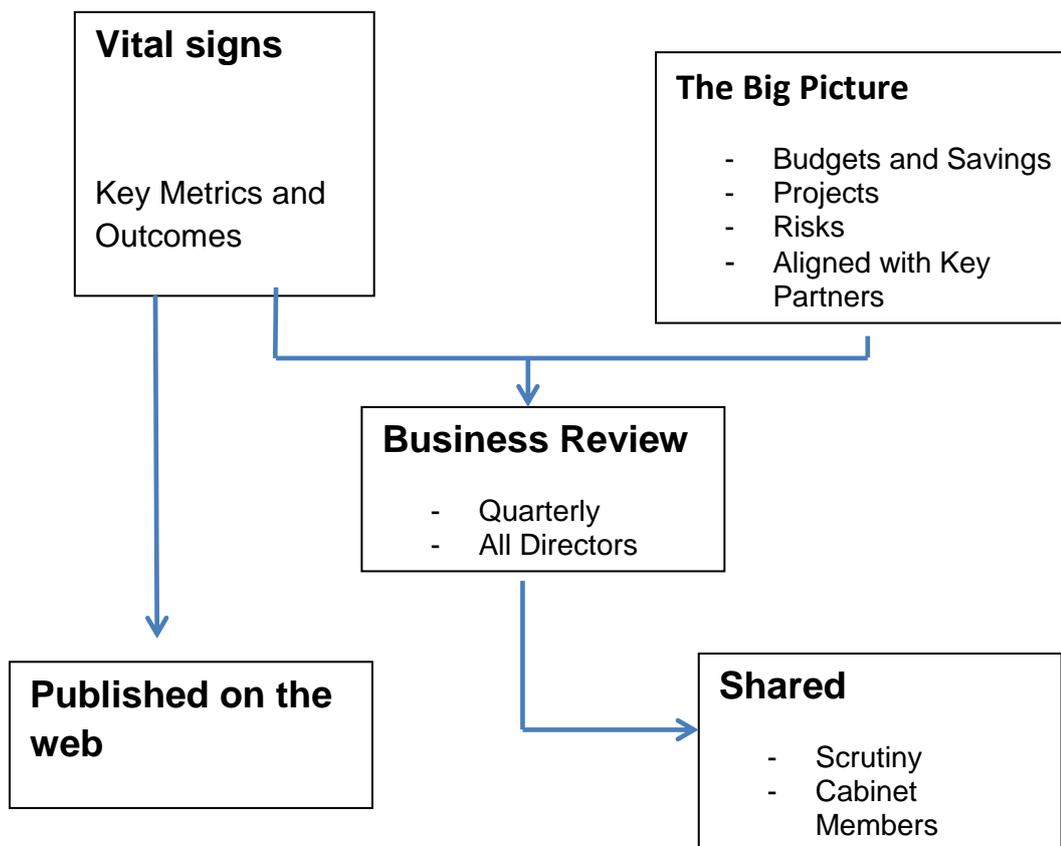
An overarching principle of our new strategy is to develop our risk management processes and procedures alongside existing and newly developing corporate arrangements. This should have the clear advantage of achieving and demonstrating an embedded risk management process, and reduces the need for additional 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 Page 98	A number of local authorities have devolved services and assets to town and parish councils. This has delivered savings through reducing duplication and leveraging-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
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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
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	
<b>Sub Total - Service Redesign</b>		<b>47</b>	<b>135</b>	<b>182</b>				
<b>Development &amp; Neighbourhoods Total</b>		<b>406</b>	<b>88</b>	<b>494</b>				

### Portfolio: Adult Care, Health & Wellbeing

Efficiency Savings								
Page 102 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.
Page 103 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.
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"> <li>• Reduced prevalence of incremental package increases, realising a cashable benefit</li> <li>• Improved outcomes for service users by ensuring they receive the right level of care at the right time and dependency is not built unnecessarily</li> <li>• 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</li> <li>• Decision makers are held to account which can result in a greater level of ownership for operational decisions to contribute to wider practice changes</li> <li>• 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.</li> </ul>

## 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.
Page 10 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 107	<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"> <li>• Review all social care packages to determine whether there is additional potential to reduce costs;</li> <li>• Review income collection processes and approach to increase income collection rate and reduce bad debts</li> <li>• Strengthen the monitoring and approval process of changes in package costs</li> </ul> <p>Review service delivery approach including:</p> <ul style="list-style-type: none"> <li>• Exploring the possibility of in-house care provision in response to challenging market conditions.</li> <li>• Review in and out of area placements – reduce the restrictions on where individuals receive their care package,</li> <li>• Care in the community v care in residential and nursing settings</li> </ul>	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.
<b>Sub Total - Efficiency Savings</b>		<b>2,010</b>	<b>1,376</b>	<b>3,386</b>				

## 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
<b>Growth Avoidance</b>								
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	
<b>Sub Total - Growth Avoidance</b>		<b>992</b>	<b>992</b>	<b>1,984</b>				
<b>Service Redesign</b>								
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
<b>Sub Total - Service Redesign</b>		<b>235</b>	<b>222</b>	<b>457</b>				
<b>Adult Care, Health &amp; Wellbeing Total</b>		<b>3,237</b>	<b>2,590</b>	<b>5,827</b>				

## 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 110	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.
<b>Sub Total - Efficiency Savings</b>		<b>480</b>	<b>185</b>	<b>665</b>				

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.
<b>Sub Total - Efficiency Savings</b>		<b>444</b>	<b>369</b>	<b>813</b>				

### 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
<b>Sub Total - Income Generating Opportunities</b>		<b>60</b>	<b>125</b>	<b>185</b>				

## 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
<b>Service Redesign</b>								
Modern Libraries and Customer Services review Page 117	<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 &amp; 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.
<b>Sub Total - Efficiency Savings</b>		<b>6,421</b>	<b>2,662</b>	<b>9,083</b>				

### Income Generating Opportunities

Property development company	<ul style="list-style-type: none"> <li>To generate Revenue Income for the Council</li> <li>To hold, manage and operate market housing for private short-term lettings.</li> <li>To sell market housing for investment</li> <li>Provision of other market housing related activity</li> <li>Deliver and manage other commercial and property developments.</li> <li>To deliver long term capital appreciation</li> </ul>	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.
<b>Sub Total - Income Generating Opportunities</b>		<b>1,265</b>	<b>885</b>	<b>2,150</b>				

## 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
<b>Service Redesign</b>								
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
<b>Sub Total - Service Redesign</b>		<b>89</b>	<b>161</b>	<b>250</b>				
<b>Refinancing</b>								
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
<b>Sub Total - Refinancing</b>		<b>-140</b>	<b>-160</b>	<b>-300</b>				
<b>Finance &amp; Efficiency Total</b>		<b>7,635</b>	<b>3,548</b>	<b>11,183</b>				

## 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
<b>Sub Total - Service Redesign</b>		<b>0</b>	<b>50</b>	<b>50</b>				

Leader Total	0	50	50
<b>OVERALL SAVINGS</b>	<b>16,591</b>	<b>9,609</b>	<b>26,200</b>

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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		
<b>Transport &amp; Environment</b>								
<b>Highways &amp; Transportation</b>	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
	<b>Highways &amp; Transportation Total</b>	<b>7,261</b>	<b>11,978</b>	<b>19,239</b>	<b>11,433</b>	<b>7,806</b>		
	<b>Park &amp; Ride</b>							
	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
	<b>Park &amp; Ride Total</b>	<b>25</b>	<b>170</b>	<b>195</b>	<b>195</b>	<b>-</b>		
	<b>Parking</b>							
	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
	<b>Parking Total</b>	<b>145</b>	<b>337</b>	<b>482</b>	<b>482</b>	<b>-</b>		
	<b>Transport &amp; Environment Total</b>	<b>7,431</b>	<b>12,485</b>	<b>19,916</b>	<b>12,110</b>	<b>7,806</b>		

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		
<b>Development &amp; Neighbourhoods</b>								
<b>Planning &amp; Development</b>	Bathscape	58	2,151	2,209	-	2,209	Provisional Approval	Grant Funded Programme to reconnect people and communities with Bath's landscape
<b>Planning &amp; Development Total</b>		<b>58</b>	<b>2,151</b>	<b>2,209</b>	<b>-</b>	<b>2,209</b>		
<b>Bereavements</b>	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
<b>Bereavements Total</b>		<b>169</b>	<b>-</b>	<b>169</b>	<b>169</b>	<b>-</b>		
<b>Leisure</b>	Leisure: Keynsham Refurb - Additional Funding	-	250	250	-	250	Provisional Approval	CIL Funded Increase to Existing Scheme
<b>Leisure Total</b>		<b>-</b>	<b>250</b>	<b>250</b>	<b>-</b>	<b>250</b>		
<b>Neighbourhoods</b>	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
<b>Neighbourhoods Total</b>		<b>983</b>	<b>2,007</b>	<b>2,990</b>	<b>2,990</b>	<b>-</b>		
<b>Parks</b>	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
<b>Parks Total</b>		<b>893</b>	<b>1,156</b>	<b>2,049</b>	<b>545</b>	<b>1,504</b>		
<b>Public Protection</b>	Air Quality Monitors	17	37	54	54	-	Provisional Approval	To Address Health & Safety Imperative
<b>Public Protection Total</b>		<b>17</b>	<b>37</b>	<b>54</b>	<b>54</b>	<b>-</b>		
<b>Waste</b>	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
<b>Waste Total</b>		<b>250</b>	<b>375</b>	<b>625</b>	<b>75</b>	<b>550</b>		
<b>Development &amp; Neighbourhoods Total</b>		<b>2,370</b>	<b>5,976</b>	<b>8,346</b>	<b>3,833</b>	<b>4,513</b>		

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		
<b>Economic &amp; Community Regeneration</b>								
<b>Heritage</b>	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
<b>Heritage Total</b>		<b>305</b>	<b>1,200</b>	<b>1,505</b>	<b>1,500</b>	<b>5</b>		
<b>Housing</b>	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
<b>Housing Total</b>		<b>50</b>	<b>2,217</b>	<b>2,267</b>	<b>-</b>	<b>2,267</b>		
<b>Regeneration</b>	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
<b>Regeneration Total</b>		<b>1,542</b>	<b>714</b>	<b>2,256</b>	<b>1,759</b>	<b>497</b>		
<b>Various</b>	Whitchurch public realm (CIL)	50	-	50	-	50	Provisional Approval	CIL Funded Programme Addition
<b>Various Total</b>		<b>50</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>50</b>		
<b>Economy &amp; Culture</b>	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
<b>Economy &amp; Culture Total</b>		<b>8,076</b>	<b>-</b>	<b>8,076</b>	<b>-</b>	<b>8,076</b>		
<b>Economic &amp; Community Regeneration Total</b>		<b>10,023</b>	<b>4,131</b>	<b>14,154</b>	<b>3,259</b>	<b>10,895</b>		



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		
<b>Transformation &amp; Customer Services</b>								
<b>Strategy &amp; Performance</b>	Bath Area Forum – CIL Funded Schemes	523	-	523	-	523	Provisional Approval	Equivalent to the Parish Element of Local Schemes, Addition to Existing Programme
<b>Strategy &amp; Performance Total</b>		<b>523</b>	<b>-</b>	<b>523</b>	<b>-</b>	<b>523</b>		
<b>Transformation &amp; Customer Services Total</b>								
		<b>523</b>	<b>-</b>	<b>523</b>	<b>-</b>	<b>523</b>		
<b>Other</b>								
<b>Other</b>	Corporate Capital Contingency Addition	50	-	50	50	-	Provisional Approval	Increase to Existing Programme Item
<b>Other Total</b>		<b>50</b>	<b>-</b>	<b>50</b>	<b>50</b>	<b>-</b>		
<b>Other Total</b>		<b>50</b>	<b>-</b>	<b>50</b>	<b>50</b>	<b>-</b>		
<b>Grand Total</b>		<b>81,321</b>	<b>42,222</b>	<b>123,543</b>	<b>90,508</b>	<b>33,035</b>		

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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		
<b>Economic &amp; Community Regeneration</b>								
Housing	HIF Foxhill Equity Loan Scheme	2,000	4,000	6,000	-	6,000	N/a - awaiting grant confirmation	Bid Submitted, Awaiting Feedback
<b>Housing Total</b>		<b>2,000</b>	<b>4,000</b>	<b>6,000</b>	<b>-</b>	<b>6,000</b>		
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.
<b>Regeneration Total</b>		<b>4,500</b>	<b>75,500</b>	<b>80,000</b>	<b>1,000</b>	<b>79,000</b>		
<b>Economic &amp; Community Regeneration Total</b>		<b>6,500</b>	<b>79,500</b>	<b>86,000</b>	<b>1,000</b>	<b>85,000</b>		
<b>Transport &amp; Environment</b>								
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.
<b>Highways &amp; Transportation Total</b>		<b>3,040</b>	<b>6,180</b>	<b>9,220</b>	<b>-</b>	<b>9,220</b>		
<b>Transport &amp; Environment Total</b>		<b>3,040</b>	<b>6,180</b>	<b>9,220</b>	<b>-</b>	<b>9,220</b>		
<b>Grand Total</b>		<b>9,540</b>	<b>85,680</b>	<b>95,220</b>	<b>1,000</b>	<b>94,220</b>		

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## COMMUNITIES, TRANSPORT AND ENVIRONMENT PDS FORWARD PANEL

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

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

<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 Micheala 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
<b>22ND JANUARY 2018</b>				
22 Jan 2018	<b>CTE PDS</b>	<b>Tram Study</b>	Gary Peacock Tel: 01225 395307	Strategic Director - Place
16 Jan 2018	<b>PHED PDS</b>	<b>Council Operational Plan</b>	Louise Fradd	Strategic Director - Place
22 Jan 2018	<b>CTE PDS</b>		Mike Bowden, Jane Shayler	
24 Jan 2018	<b>HWSC</b>			
30 Jan 2018	<b>CYP PDS</b>			
5 Feb 2018	<b>Resources PDS</b>		Andrew Pate Tel: 01225 395385	
			Tel: 01225 395610, Tel: 01225 396120	Strategic Director - Resources
			Tel: 01225 477300	
22 Jan 2018	<b>CTE PDS</b>	<b>Bath Air Quality Action Plan Update</b>	Cathryn Brown Tel: 01225 477645	Strategic Director - Place

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
<b>12TH MARCH 2018</b>				
<b>21ST MAY 2018</b>				
<b>16TH JULY 2018</b>				
<b>17TH SEPTEMBER 2018</b>				
<b>19TH NOVEMBER 2018</b>				
<b>ITEMS TO BE SCHEDULED</b>				
	<b>CTE PDS</b>	<b>Bus Services Bill</b>	Andy Strong Tel: 01225 394201	Strategic Director - Place
Page 135	<b>CTE PDS</b>	<b>Getting from A to B project</b>	Chris Major Tel: 01225 39 4231	Strategic Director - Place
The Forward Plan is administered by <b>DEMOCRATIC SERVICES</b> : Micheala Gay 01225 394411 Democratic_Services@bathnes.gov.uk				

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